PECIALTY ADVERTISING ■ BUILDING AN IMAGE ■ FOCUS GROUPS

SPECIAL ADVERTISING ISSUE

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 10 NO. 7 AUGUST 1990

We're glad you're here!

RESTAURANTS USA

AP200-1

BUYING A SHARE OF MIND

PRESIDENT'S REPORT

Michael E. Hurst, owner
15th Street Fisheries, Ft. Lauderdale, FL

ADA becomes law

The Americans with Disabilities Act (ADA) was signed into law by President Bush on July 26. The National Restaurant Association pursued revisions in this bill, some of which were passed, others of which were not. Thanks to all who called and wrote their legislators about amendments to ADA; it was an unparalleled grassroots effort.

Although foodservice operators are not satisfied with certain details of the law, we, like the majority of Americans, endorse the principle of equal rights for disabled persons.

On January 8, 1991, the National Restaurant Association will hold a one-day symposium in Washington DC to begin to teach association members how to comply with the specifics of ADA. More information on this important symposium will be available later.

Congress should reexamine child-labor laws

In the recent crackdown by the Department of Labor on violators of child-labor laws, 7,000 alleged violations were uncovered, among them some by foodservice operators. Lawmakers are reacting by considering an increase in civil and criminal penalties for violators and a further limit to the hours 16 and 17-year-olds are permitted to work.

We believe the government needs to strike a balance between ensuring that teens work in a safe and healthy environment and giving them the chance to learn, earn and grow in the workplace. We are actively involved in fighting for this balance.

Association representatives are calling upon Congress to reexamine the laws, many of which date back 50 years and are inappropriate today. They are also asking Congress to improve efforts to educate businesses, especially small businesses, about the requirements.

Correcting minimum-wage oversight

When Congress passed the minimum-wage bill last year, it inadvertently deleted an important section, with the result that an exemption for all businesses grossing less than $500,000 was rendered virtually useless. Support is now growing rapidly in Congress for a correction to this oversight.

Three key legislators, Sen. Dale Bumpers (D-AK), Rep. Austin Murphy (D-PA) and Rep. Steve Bartlett (R-TX), have agreed to take the lead in sponsoring legislation that would correct the bill passed last year. They and fellow cosponsors are hoping to persuade Congress to pass legislation by October to restore the exemption.

Association works to repeal FICA tax

Since January 1, 1988, foodservice operators have been required to pay the employee's share of Social Security (FICA) taxes on all tips their employees report. The association believes this requirement is unfair because it amounts to a payroll tax on nonpayroll income.

Association representatives are working hard to find support for H.R. 446, a bill to repeal the tax. The association is continuing to bring members to Washington DC to urge their congressional representatives to cosponsor the bill. Just in the last month, 20 more legislators signed on, bringing the number of cosponsors to 126. To secure the necessary majority, 218 cosponsors are needed.

"We're glad you're here!" campaign is back

I'm excited about the return of the "We're glad you're here!" campaign. Our industry needs to refocus its at-

tention on our customers and to remind people that dining out is a pleasure as well as a convenience.

Brochures have just been mailed to you, describing items for sale—posters, balloons, placemats, etc. They all bear the slogan "We're glad you're here!" The brochure describes how you can use the items for display or in connection with event promotions. I hope you'll make use of the items and the ideas to let your customers know "We're glad you're here!"*

If you think your employees need some training in hospitality skills before you begin the campaign, a new 16-page booklet, *Courtesy Checklist* (MG 515), available for $1.99, can help. In addition, the educational foundation offers training materials on good service.

Benefits for hourly employees

How do your benefits for hourly employees compare to those offered by others in the industry? Find out by sending for the new book, *The National Restaurant Association's Survey of Benefits for Hourly Employees in Foodservice*. The survey polled a random sampling of association members with sales of $1,000,000 or more.

Free or discounted meals, paid vacation leave and medical/surgical coverage top the list of benefits offered to hourly employees by the respondents.

Cost of the book, including postage and handling, is $35 for members, $70 for nonmembers. To obtain a copy, write the association's publications department or call 1-800-424-5156.

"Politics on Your Menu" in September

We know what Congress is thinking about. Now it's time to let Congress know what you are thinking. Come to the National Restaurant Association's Public Affairs Conference, "Politics on Your Menu," September 24-26, 1990, at the Capital Hilton Hotel in Washington DC, and tell your representatives how their actions will affect your business.

At the same time learn how laws are made, meet your representatives face to face and socialize with them and hundreds of other members of Congress at the elegant *Chef d'oeuvre* reception.*

Educational foundation announces scholarships

One of the goals of our educational foundation is to further the education of foodservice managers. This fall, for the first time, the foundation will award scholarships, valued at $750 each, to qualified individuals participating in its management development program through independent study or through school programs. Each time a scholarship is awarded, the foundation will also donate $150 to the recipient's hospitality-school program. For information, call the educational foundation at 1-800-522-7578.

Welcome aboard

During the past month 48 new members joined the National Restaurant Association. We welcome you. Your participation in the association will make your business grow and make our association function more effectively on your behalf.

Sincerely,

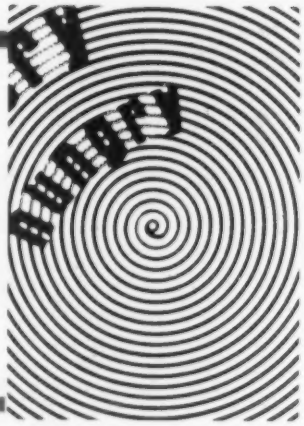
Michael E. Hurst

Michael E. Hurst
President and Chairman of the Board

*For more information about association programs and services, call the National Restaurant Association at 1-800-424-5156 or (202) 331-5900.

COVER STORY:
ADVERTISING:
"BUYING A SHARE OF MIND"

As competition within the foodservice industry continues to grow, restaurateurs must struggle all the more to make customers—old and new—stand up, take notice and act. Every establishment, whether a small independent restaurant or a worldwide chain, must have a strong marketing plan. This issue of ***Restaurants USA*** spotlights a myriad of advertising issues and options and provides some valuable pointers to help you capture that elusive "share of mind."



SPECIALS

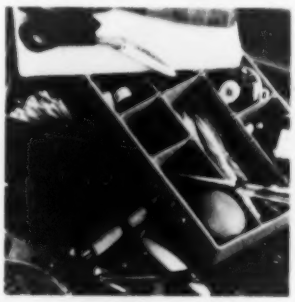
14 Building an image with advertising
Despite the emphasis today on short-term, one-shot advertising gimmicks, building an image over time with a long-range scheme may just be your ticket to advertising success.

17 Where to advertise
In today's high-visibility, high-tech atmosphere there are numerous options available to showcase your establishment—from prime-time TV commercials to hand-printed flyers. Here are some guidelines for the advertising shopper.

18 Before you go to print . . .
By far the most common avenue for restaurant advertisers is the printed page, be it in newspapers, in magazines or on billboards. In such a well-used medium, you must do as much as possible to use your space effectively and make your ad, no matter how small, rise above the rest. Here are some points to consider . . . before you go to print.

22 Enhancing your image with specialty advertising
Specialty items—from matchbooks to baseball caps—can serve as constant reminders to customers, providing the extra boost that your marketing campaign may need.

24 Picture-perfect food
If photo food looks good enough to eat, chances are it isn't. It's the work of a food stylist, the magician behind the camera who turns everyday edibles into "picture-perfect food."



26 The case for market research
To launch a successful advertising campaign, you must first make a careful study of the audience you hope to win over. Market research can help you uncover not only who your customers are but also what they like—and what they don't.

NATHAN
(202) 338-2000
JULIAN'S
★★★★
Restaurant Francais
Nashville, Tennessee 327-2412

28 Help restaurant shoppers find you
The most creative, engaging advertising plan will fall completely flat if the interested customer cannot locate your establishment.

31 Focus groups: Finding out why customers act the way they do
The focus group—an important component of market research—lets you inside the minds you seek to capture to learn firsthand what works for them at your restaurant and what doesn't.

Cover photo by Gary Landsman

DEPARTMENTS

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- ☐ A "get-up-and-go" children's incentive
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- ☐ Association offers major medical plan
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A "get-up-and-go" incentive

In order to encourage kids to get out and do things this summer, Ivar's restaurants and seafood bars are packing children's meals with a "Summer of Fun" coupon book that offers special discounts on a variety of attractions in the Seattle area.

Coupon participants include museums, the aquarium, the zoo and Toys R Us.

Ivar's, a Seattle-based company with three restaurants and 28 seafood bars, is offering the coupon book through Labor Day as a special "prize" in its Little Dippers Kids Meal.

Pizza Hut tests video booth

In a new twist on an old idea, this summer four Southern California Pizza Hut Restaurants are test-marketing a photo booth revamped for the video age. Sports-team customers—from Little League players to adult enthusiasts—can preserve their game highlights, moments of greatness and bloopers on videotape. Patrons can also send their own videotaped messages for any special occasion, including a birthday, anniversary, engagement or wedding. The cost of recording sports highlights is $10 per team. Video greetings are $10 for a 10-minute message. The booths are manufactured by Short Takes Inc., Minneapolis.

Association offers major medical plan

Standard hospitalization coverage is usually not enough for a lengthy hospital stay or extensive rehabilitation therapy after leaving the hospital. That's where the National Restaurant Association Major Medical Insurance Plan comes in—with up to $1 million in comprehensive lifetime benefits.

The plan is available to all members of the National Restaurant Association and their key employees under age 65 who are working at least 30 hours a week. Coverage for spouses and unmarried dependent children up to 19 years old (age 23 if a full-time student) is also available. Quarterly premiums are based on the deductible chosen—$300, $500 or $1,000. The higher the deductible, the lower the quarterly premiums.

Once the deductible has been paid, the plan pays 80 percent of all covered expenses for the rest of the year. When covered out-of-pocket expenses reach $1,000, the plan pays 100 percent of all eligible expenses the rest of the year.

For more information about the plan, contact the association's insurance administrator: Albert H. Wohlers & Co., 1440 N. Northwest Highway, Park Ridge, IL, 60068-1400. Or call toll-free: 1-800-323-2106. In Illinois: 1-708-803-3100.

New edition of solid-waste booklet

Because the National Restaurant Association's booklet, *Managing Solid Waste: Answers for the Foodservice Operator*, sold out, the association has published an updated version of the first edition, which includes additional sections on direct operator involvement and what to expect from legislation.

Cost is $9 for members, $14 for nonmembers. To order, please send a check to the association's publications department and specify publication #PB527. Credit-card orders of $10 or more may be placed by phone (800-424-5156).

Top culinary books of 1989

A jury of 36 top food and beverage writers, editors and cooking authorities selected the winners of the IACP/Seagram Food & Beverage Book Awards. The competition was conducted by the International Association of Culinary Professionals (IACP) and was sponsored by Joseph E. Seagram & Sons, Inc.

Named "Best of the Year" and the winner in the "International" category was *The Foods of Vietnam*, written by Nicole Routhier

STIR-FRIED CELLOPHANE NOODLES WITH CRABMEAT

Serves 4

Ingredients:
4 ozs. cellophane (bean thread noodles)
3 Tbs. vegetable oil
4 shallots, thinly sliced
4 garlic cloves, chopped
8 ozs. lump crabmeat, picked over
½ cup plus 2 Tbs. chicken broth
1 Tbs. *nuoc mam* (Vietnamese fish sauce)
2 scallions, thinly sliced
1 Tbs. shredded coriander
Freshly ground black pepper

Method:
Soak the cellophane noodles in warm water for 30 minutes. Drain and cut into 3-inch lengths.

Heat the oil in a wok or skillet over high heat. Add the shallots and garlic and saute until the edges begin to brown.

Add the crabmeat and stir-fry for 30 seconds. Add the cellophane noodles; stir-fry for 1 minute, or until the noodles are heated through. Stir in the chicken broth and fish sauce and toss to combine. Cook until the noodles absorb most of the liquid. Add the scallions and remove from the heat.

Transfer to a serving platter. Garnish with the coriander and sprinkle with black pepper. Serve immediately.

— The Foods of Vietnam

Burger King sponsors chicken-clucking contest

A chorus of clucks. **Greenbelt, Maryland, resident Brian Connelly struts his way to a second-place finish at the Burger King National Chicken-Clucking Contest in Baltimore, Maryland. The event, which drew hundreds of cluckers, spectators and an assortment of six-foot costumed chickens, was part of a new promotion highlighting four Burger King chicken menu items.**

and published by Stewart, Tabori & Chang, Inc.

Other winning books were:

☐ **Best General Basic**
La Varenne Pratique, Anne Willan, Crown

☐ **American Regional**
Cooking from Quilt Country, Marcia Adams, Harper & Row

☐ **European**
Bistro Cooking, Patricia Wells, Workman Publishing

☐ **Entertaining**
Crabtree & Evelyn Cookbook, Crabtree & Evelyn, Ltd. Stewart, Tabori & Chang, Inc.

☐ **Single Subject**
Seafood, Alan Davidson, Simon & Schuster

☐ **Special Methods**
Microwave Gourmet Healthstyle Cookbook, Barbara Kafka, William Morrow & Co., Inc.

☐ **Wines & Spirits**
Vintage: The Story of Wine, Hugh Johnson, Simon & Schuster

☐ **Healthy & Light**
The Gourmet Gazelle Cookbook, Ellen Brown, Bantam Books

☐ **Fruits, Vegetables, Herbs & Spices**
Cooking with Herbs, Emilie Tolley & Chris Mead, Clarkson N. Potter Publishing

☐ **Writings**
The Essential Cook, Charles Delmar, Hill House

☐ **Special Diets**
The American Heart Association Low-Fat, Low-Cholesterol Cookbook, Scott Grundy, M.D., Ph.D., Times Publishing

☐ **Baking & Desserts**
A Passion for Chocolate, Maurice & Jean-Jacques Bernachon, translated by Rose Levy Beranbaum, William Morrow & Co., Inc.

Employment of minors

Dear Editor:
To amplify Michael Magnus's article on the employment of minors, which appeared in the June/July issue of ***Restaurants USA,*** all employers are subject to the child-labor laws of the states in which they operate. However, employers with gross annual sales of at least $362,500 are also subject to the federal child-labor regulations. In that connection, it is important to note that if a state child-labor law or regulation is different than the comparable federal child-labor regulation, the law or regulation more favorable to the employee must be followed. For example, during the school year, 14 and 15-year-olds may not work before 7 a.m. nor after 7 p.m. under federal regulation. If a state law or regulation provides that individuals under the age of 16 may not work between 9:30 p.m. and 5 a.m., the more favorable federal law would apply to employers covered by federal law.

—Dick Johnson, General Counsel, National Restaurant Association, Washington DC

A closer look at outside "interests"

The work application is an underrated document. Neither the applicant nor the interviewer fully realizes the depth of information contained on the application. Take that seemingly pointless category, "Hobbies and Outside Interests." Most people look at this information only to see if they and the applicant share any interests. This mistake can cost a company some very good employees.

Let's assume the applicant has written in this section, "reading, bike riding, tennis." Here are some questions to consider:

Reading: What do you read? How often do you read? Do you have a favorite author? Why? What subjects do you prefer to read about?

Bike riding: When do you ride? Where do you ride? Why? Have you ever tried competitions? Do you like to ride alone? What's the greatest distance you have ridden at one time?

Tennis: Where do you play? How often? How many of your friends play tennis? Do you or would you like to compete? Do you follow the sport on TV?

These questions may seem very time-consuming. However, what the interviewer can learn is worth the time. For example, one can uncover an applicant's stamina, energy and drive. One can determine whether the applicant is a participant or a spectator, a group player or a loner, a self-motivator or an emulator. And one can discover whether the interests of today are the plans for tomorrow.

What an interviewer focuses on depends on the company's needs. For example, if the position requires a good bit of paperwork, by all means consider the reader. If the position involves people contact, take a more serious look at applicants who thrive on competition and group activities.

In conclusion, experience is not the only indicator of job compatability.

—Thomas G. Cox, American Resume Service, Phoenix, Arizona

States have great success with grassroots lobbying days

Personal contact between restaurateurs and state legislators is an excellent way to introduce lawmakers to the industry's needs. In several states, the state restaurant associations have organized a grassroots lobbying day, bringing association members to the state capitol to meet face to face with elected officials.

Chapter President Bob Farrar (left) and Fresno Chapter members discuss "issues of the '90s" during California Restaurant Association's Lobby Day on April 17.

Louisiana program is year's top legislative social activity

Jim Funk, executive vice president of the Louisiana Restaurant Association, has been organizing such a program since 1982. He says his members enjoy it and that the industry benefits. "We haven't lost any major bills in eight years. The legislators are very sensitive to the needs of the restaurant industry. They recognize our economic importance," Funk says.

The day-long program, held on the second Monday in May, begins in the morning with a legislative briefing where Funk updates participants on current issues. Following a luncheon speaker, usually a prominent member of the state legislature, a bus carries everyone to the Capitol. "All participants wear name tags, which identify them as part of the restaurant industry; and they talk to their legislators," he says.

In the evening, the association hosts a "Taste of Louisiana" reception for all members, legislators and legislative staff members. Funk says the party usually attracts 400 to 500 people each year and is considered the "top legislative social activity of the year."

The Massachusetts, Minnesota and California Restaurant Associations all hosted their second annual grassroots day this spring.

Massachusetts event represents entire state

The Massachusetts "State House Day" began with breakfast, followed by an orientation session in the State House chamber. Massachusetts Restaurant Association (MRA) Executive Vice President Peter Christie says the restaurateurs were one of a few groups allowed to meet in the legislative meeting rooms. After hearing speeches by the house clerk and several legislators, participants were given issue briefs and biographical information and sent to appointments with their representatives.

Following a debriefing session, the association hosted "the nicest reception in the state house all year. All MRA members and Massachusetts legislators were invited," says Christie. He adds that this year MRA used a small gift to entice legislators to the reception, an idea similar to the National Restaurant Association's tradition of sending members of the U.S. Congress partial gifts to attract them to the annual *Chef d'oeuvre* reception, where they receive the other portion.

"The whole program improves visibility in the state house exponentially. Many of the people lobbied aren't even aware of existing laws. Often they turn around and give you support right there," Christie says.

At the end of the day, participants were asked to fill out a questionnaire about their legislators' reactions. The association staff plans to use the questionnaires to rally support for bills. "We can go to them and say, 'Remember when you told our member that you would support us on this issue?' " Christie explains.

This second conference attracted more than 100 restaurateurs, a 25 percent improvement over last year's attendance. Christie says the entire state was represented, with at least one representative from every county. To encourage participation, the association sponsored buses that

Maryland cosponsors "Lunch on the Run"

Effective state grassroots programs can involve any variety of activities that introduce legislators to the restaurant industry's needs. The Restaurant Association of Maryland hosts a dinner during the first week of Maryland's legislative session for members and legislators and invites legislators to chapter and full association dinner meetings.

"We try to always keep the industry in front of the legislature," Restaurant Association of Maryland Executive Director Marcia Harris says. "We try to visit before there's a hot issue. That way, when we do have to rattle a cage, the legislator says, 'Yes, I know you're concerned about this;

brought members from the western end of the state and from the Cape Cod area to the Capitol.

Minnesota event opens lines of communication

In Minnesota, "Hospitality Day at the Capitol" began early with a continental breakfast and briefing session on key state legislative issues. The rest of the morning and afternoon were devoted to meetings with elected officials.

"We want to get industry people more clearly involved in the legislative process. We want to get them physically there to the Capitol in Minneapolis to meet one-on-one with legislators," Minnesota Restaurant Association Executive Vice President Arnold Hewes explains.

He says he began the Minnesota program after attending the National Restaurant Association's Public Affairs Conference. "We were stimulated by the success of the National Restaurant Association's conference. We've patterned our day after that event," Hewes says.

He believes the program has been very successful. "We've opened lines of communication with legislators, even some who weren't very receptive to us. Last year, we got the discussion going about minimum wage and tip credit, and it has carried into this year."

"We'll continue doing this," Hewes promises. "We hope to keep growing and adding on to our program, getting bigger and more professional each year."

Participants in Minnesota's "Hospitality Day at the Capitol" met one-on-one with legislators.

California's Lobby Day is timely

The purpose behind the California Restaurant Association's (CRA's) Lobby Day is always twofold, says Michele Egan, government affairs assistant. "We want to get our members used to coming up here [to Sacramento] and talking to their legislators, and we want the legislators to see we are a group. They see our lobbyist, but now they can see actual constituents."

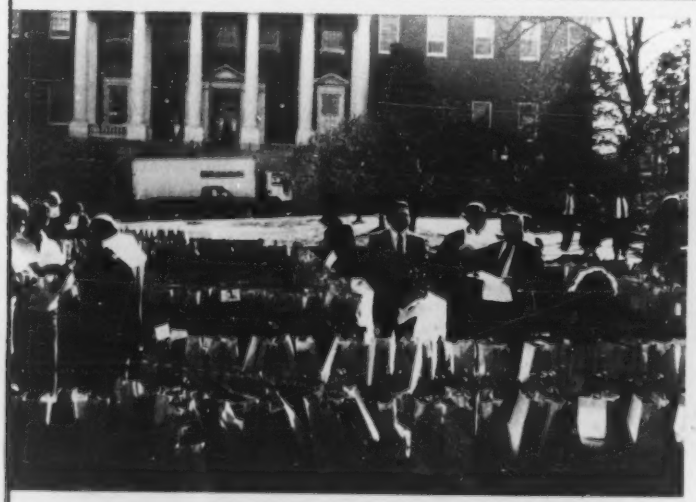
After a morning meeting, CRA sets up headquarters in a hotel directly across the street from the state house. Throughout the day of legislative visits, director of government affairs and general counsel Jo-Linda Thompson and the association's contract lobbyist are available to answer any questions participants may have, and they obtain feedback on the meetings.

This year, for the first time, the California Restaurant Association hired a public relations firm to help train interested restaurateurs to talk to the media.

According to the California Restaurant Association, "Lobby Day" is especially effective now because changes in the California campaign laws have placed ceilings on campaign donations. "Now, all PACs (Political Action Committees) are created equal. We have to depend on our members to lobby and rely on our grassroots efforts," Egan explains.

Egan says the day has been a success—participation has grown from 100 to 150 members. "It helps that more and more people are aware of the political process," she says.

—Linda Way



we've been talking about it together for some time.' "

One particular project that brought Maryland restaurant operators into the political limelight was called "Lunch on the Run." Through a partnership with the American Heart Association, restaurateurs set out to prove that restaurant meals are heart-healthy without restrictive ingredient or labeling laws, by delivering a healthy lunch to each legislator.

"All the food was prepared from recipes from the heart association's cookbook, and it was really good. We got tons of compliments and thank-yous," says "Lunch on the Run" Chairperson Frances George, who is corporate vice president of Haussner's Restaurant in Baltimore.

Volunteers from each county delivered the meals to their elected representatives, in some cases staying to eat with them. Invitations, including a special "Lunch on the Run" bib, were sent in advance.

"We had a ball. We had no idea it would turn out as well as it did," notes George. "All the television stations and newspapers were there, and the legislators were smiling for the camera with their constituents."

The day had two purposes, George explains: to teach legislators "please don't try to mandate healthy eating habits" and to demonstrate that offering healthy choices on menus means avoiding costly laws.

Restaurateurs run for Congress

As Election Day, November 6, 1990, approaches, foodservice operators Jim Keet, Bill Zeliff and Greg Jolivette are waging battles for seats in the 102nd U.S. House of Representatives, pledging to make small-business concerns a top priority on Capitol Hill.

Jim Keet

Republican nominee, Arkansas 2nd district

"The restaurant business has been very good to me and my family, but it's time to extend our service to a different plateau," says Jim Keet, 41, who has been immersed in all facets of the foodservice industry for the past 20 years.

Keet worked his way through Southern Methodist

University washing dishes, cooking and bartending for Steak & Ale. After graduating with a finance degree in 1971, he joined Holiday Inn as a food and beverage manager trainee and climbed the corporate ladder in just one-and-a-half years to become one of the youngest innkeepers in the United States.

Keet left Holiday Inn in 1975 to start up a single-unit Wendy's franchise. By the time he sold his interest in the company in November 1986, he had helped expand the business to 27 quickservice family restaurants across Arkansas and Texas, employing more than 1,200 people. He is currently chairman of the board of Maxie's of America, a 13-unit drive-thru operation based in Tallahassee, Florida. It employs more than 400 people.

"Having to deal with the bureaucratic maze was one of my prime motivations to run—first for the state legislature and then for Congress," says Keet, who was elected to the Arkansas House of Representatives in 1988. During his tenure, he worked diligently to protect small business from government mandates while continuing his foodservice career. Now Keet wants to take the House seat of departing Rep. Tommy Robinson (R) and make public service his full-time job.

"My business experience makes me that much more resolute to provide an economic environment that produces good jobs," Keet says.

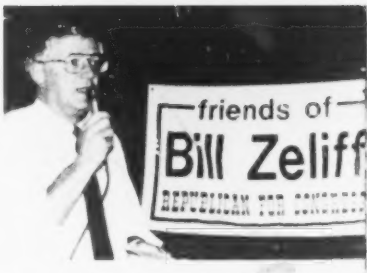
Bill Zeliff

Republican candidate, New Hampshire 1st district

In 1976 Bill Zeliff left a 17-year career as a DuPont marketing executive to buy the Christmas Farm Inn in Jackson, New Hampshire. Now he oversees all operations of the inn and Yesterdays, a breakfast-and-lunch restaurant acquired in 1982. Zeliff employs 44 of Jackson's 642 residents.

After several years of participating in community and political organizations, including work as past president of the New Hampshire Hospitality Association and as a member of private industry councils that manage federal job-training funds, the 54-year-old Zeliff decided to run for Congress this year.

His affiliation with the Republican party began in 1982, when Zeliff's community projects introduced him to ex-New Hampshire governor and current White House Chief of Staff John Sununu. Sununu encouraged Zeliff to get active in the state Republican party. Having campaigned successfully for Governor Judd Gregg and President George Bush in 1988, Zeliff last year decided to take his commitment one step further and campaign for himself in 1990.



Far from losing touch with his businesses while campaigning, Zeliff reports that his company is enjoying "the best year we've had yet. Because I'm so busy on the campaign, I'm more focused in setting goals and delegating authority."

Zeliff hopes to take the

DC ROUNDUP

□ *Attention turns to federal agencies after Congress passes ADA.* Landmark legislation prohibiting employers and public accommodations from discriminating against Americans with disabilities cleared Congress by wide margins in mid-July and was signed by President Bush on July 26.

Business and other groups affected by the Americans with Disabilities Act (ADA) now turn their attention to the Equal Employment Opportunity Commission and the Justice Department, the two agencies charged with drafting regulations to explain the law during the next year.

The law's employment provisions will not take effect for most businesses until the summer of 1992. Provisions requiring public places to be accessible to people with disabilities go into effect in January 1992, although the law allows a slightly longer phase-in period for small businesses.

□ *Chapman language dropped.* A hard-fought National Restaurant Association push to get Congress to include a clause in ADA that would allow employers to transfer workers with communicable and infectious diseases out of foodhandling positions met with defeat.

Although ADA will permit employers to keep workers out of foodhandling jobs when the employee's disease poses a direct threat to public safety, the association had argued that this provision is not enough to protect restaurants from economic harm in cases such as AIDS (a disability protected under ADA), where the public may refuse to patronize an establishment if it is known that a foodhandler has AIDS—even though medical experts agree AIDS cannot be spread through food.

□ *Further cuts in the business-meal deduction?* Richard Darman, head of the White House's Office of Management and Budget, last month came up with a plan to cut the business-

seat of outgoing Rep. Bob Smith (R). He is gearing up to win the Republican nomination in a September 11 primary.

Greg Jolivette

Democrat nominee, Ohio 8th district

"It's a real family affair," says Greg Jolivette of the three restaurants operated by his family in Hamilton, Ohio.

Since opening an A&W Root Beer stand in 1937, the Jolivettes have given more than 2,500 Hamiltonians their first employment experience. Today, second and third-generation employees run the three casual family restaurants named Jolly's.

Jolivette, 38, manages one Jolly's unit, but he oversees the payroll for all three restaurants. "I see the concerns of the workers. I understand the pressures of making ends meet," he says. That is why he has taken it upon himself to see that government does not strangle small businesses with excessive regulations.

No stranger to politics, Jolivette was first elected to Hamilton's city council in 1981. He served as mayor from 1985 until deciding to run for Congress last February. Having captured the Democratic nomination for his district this May, Jolivette is juggling his time between Jolly's' dinner rush and the campaign trail, as he maneuvers to win the open seat of Rep. Donald "Buz" Lukens (R).

"My father taught me that the customer is always right, which has helped me serve citizens on city council. That same commitment will continue to help me serve the people in Congress," Jolivette says.

—Andrew McLauchlin

meal deduction from its current 80 percent to 50 percent to raise revenues.

Darman's suggestion came during the ongoing "budget summit" between White House and Capitol Hill leaders. National Restaurant Association lobbyists immediately began working to make sure Darman's proposal will not be part of the budget package forged during the summit. The summit's recommendations are expected in August.

□ *President sends leave bill back to Congress.* On June 29 President Bush vetoed a bill that would have guaranteed employees up to 12 weeks of annual leave in the event of a serious illness or if the employee needed time off to care for newborns or sick children, spouses or parents.

On July 25, the U.S. House of Representatives met to vote on overriding the President's veto, but the House failed to muster the two-thirds majority they needed.

—Denise Roach

For further information on these campaigns, call Jim Keet: (501) 225-9097; Bill Zeliff: (603) 641-1990; Greg Jolivette: (513) 896-9716. To find out about other 1990 congressional elections, contact the National Restaurant Association's Government Affairs Department at 1-800-424-5156.

"We're glad you're here!" ushers in renewed commitment to service

The National Restaurant Association's "We're glad you're here!" campaign is back again to build business for the foodservice industry, and the timing couldn't be better, says association president Michael E. Hurst.

The nationwide campaign is built around the phrase "We're glad you're here!," a slogan that emphasizes customer service and friendliness. "The focus for restaurant operators is changing from management-for-profit to management-for-people," says Hurst. "With the greatly intensified competition in our industry, successful restaurants now need more than just good food and a good location. They have to offer friendly service."

The "We're glad you're here!" campaign will be used by restaurant operators to win customers with service in two ways, says Hurst. "First, you start with the outward signs of hospitality. We would like to see everyone involved showing the 'We're glad you're here!' signs, buttons, posters and logo as the first step in customer appreciation.

"Second," Hurst continues, "we are offering materials to help restaurant operators instill the spirit of hospitality, or the 'gift of friendship' as I like to call it, in their employees. With this intense focus on employee training and commitment to the customer, we're going to make it hard for a service person to fail."

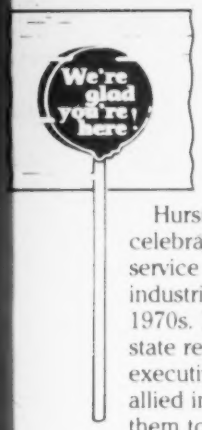
In addition to helping individual operators boost sales through superior customer service, the campaign is designed to raise hospitality standards for the entire foodservice industry. The current "We're glad you're here!" program is based on the highly successful promotional campaign the National Restaurant Association sponsored in the early 1970s. "At this turning point for the restaurant industry, the association board felt the time was right for a campaign like this that would promote eating out," says Hurst.

BALLOONS

T SHIRTS

With competition coming at the foodservice industry from new sources, such as grocery stores and convenience stores, Hurst wants the campaign to serve as a reminder to patrons that hospitality is what separates the eating-out experience from other business transactions. "Value is important to the consumer at this time," says Hurst, "and eating out provides customers with something of value besides just low-cost food. In the world of hospitality, we have something wonderful to promote that most Americans don't find enough of in the course of a harried day: personal attention and a break from the daily routine."

To kick off the campaign, each National Restaurant Association member has been sent a brochure explaining how any establishment can tailor the campaign's theme to its operation. The brochure also includes descriptions and an order form for 19 items bearing the "We're glad you're here!" logo, including buttons, coasters,



LOLLIPOPS

floormats, T-shirts and table tents.

Hurst envisions that this celebration of customer service will spread to other industries as it did in the 1970s. He has contacted state restaurant association executives and members of allied industries, inviting them to display the campaign's logo and join in a nationwide commitment to customer service.

Although the main purpose of the "We're glad you're here!" campaign is to improve customer service and appreciation, Hurst adds that the campaign's slogan can be extended to one of employee appreciation. "Courteous, attentive employees on the front line are what will make this campaign really work," says Hurst. "Managers need to let employees know that we appreciate their efforts, and we must give them all the training they need to succeed."

TAB BUTTONS

COCKTAIL NAPKINS

COUNTER CARDS

Foodservice operators wishing to spruce up their level of customer service in consonance with the campaign may wish to order a new booklet entitled *Courtesy Checklist: A Guide to Friendly Service*. This helpful guide can serve as the starting point for a training program for servers. The booklet walks servers through the crucial steps of the serving process—from greeting to departure. Separate sections are included for both tableservice and counter-service restaurants. To obtain the booklet, send a check for $1.99 per copy to the association's publications department. Mention catalog number MG515.

"The focus for restaurant operators is changing from management-for-profit to management-for-people," says Hurst.

Additional server-training materials are available through the Educational Foundation of the National Restaurant Association in Chicago, Illinois.

Association members who would like more information about "We're glad you're here!" materials can call the association's communications department at 1-800-424-5156.

"Whether you simply greet guests with the words 'We're glad you're here!' or whether you make it the theme of your in-store marketing plan, every operation can benefit from tying in with this nationwide campaign," says Hurst.

—Paul Moomaw

COASTERS

Hurst names committee chairs

At May's board meeting, National Restaurant Association President Michael E. Hurst appointed new heads of committees and task forces to direct the association's activities for the coming year. Hurst himself is chairman of the Executive Committee. Other committee chairs are as follows:

Audit: **Florence Jaramillo,** Restaurante Rancho de Chimayo, Chimayo, NM.

Bylaws: **Jack Sosebee,** Sosebee Company Restaurants, Dallas, TX.

Communications: **Bruce Cotton,** Jerrico, Inc., Lexington, KY.

Convention: **Joseph Fassler,** Greyhound Food Mgmt., Inc., Phoenix, AZ.

Finance: **Richard Marriott,** Marriott Corp., Washington DC.

Government Relations: **Herman Cain,** Godfather's Pizza, Omaha, NE.

Image & Human Resources: **Michael Savvides,** Savvides Enterprises, Virginia Beach, VA.

Investment: **Clark Jones,** JBs Restaurants, Inc., Salt Lake City, UT.

Hurst welcomes Richard Marriott as the new chair of the finance committee.

Membership: **William Zoldis,** Pilot's Grill, Inc., Bangor, ME.

Nominating: **Guss Dussin,** OSF International, Inc., Portland, OR.

Pension: **Jackie Trujillo,** Harman Mgmt. Corp., Los Altos, CA.

Political Action: **Tom Kershaw,** Hampshire House Corp., Boston, MA.

Political Education: **Robert Rosenberg,** Dunkin' Donuts, Randolph, MA.

Research: **James Britt,** Blazers Restaurant, Greenwood, SC.

State Relations: **Richard Cregar,** Cregar Enterprises, Orchard Lake, MI.

Technical Services: **Stephen George,** Haussner's Restaurant, Inc., Baltimore, MD.

Task Force leaders for the 1990-91 term, also designated by Hurst, are as follows:

Alcohol Awareness: **Richard May,** Creative Restaurant Mgmt., Inc., Shawnee Mission, KS.

Association of Associations: **John Welchman,** Weichman's All Seasons Restaurant, Mobile, AL.

Board Structure/Operations: **Stephen Elmont,** Creative Gourmets, Ltd., Charlestown, MA.

Environmental Concerns: **Dick Stubbs,** Applewoods, Inc., Oklahoma City, OK.

Educational Foundation: **Ralph Brennan,** Mr. B's, Inc., New Orleans, LA.

Immigration: **Rolf Lewis,** Rolf's Restaurants Associates, San Francisco, CA.

Industry Needs: **A. Beirne Brown,** Cuisine Mgmt., Inc., Naples, FL.

Mandated Benefits: **Paul Lazar,** Wharf Tavern, Warren, RI.

Senate Luncheon: **W.W. Biff Naylor,** American Restaurant Services, Inc., Los Angeles, CA.

Solid Waste: **John Metz,** Metz Enterprises, Dallas, PA.

State/National Coordination: **Donald O'Neill,** Spring House Restaurant, Rochester, NY.

Restaurant replaces throwaways with dishes

Phasing out disposable packaging at I Love Juicy restaurants is just an extension of the environmental ethic that originally inspired the restaurants' vegetarian cuisine.

Every day a garbage truck pulls into the alley behind the I Love Juicy restaurant in Venice, California, and carts away a dumpster full of paper and plastic packaging waste. Along with the refuse from neighborhood convenience stores and other businesses, Juicy's rubbish eventually joins the 45,000 tons of trash buried daily in one of 10 overburdened landfills in Los Angeles County. But if Juicy's owner Michael Mandel has his way, all this will change—or at least his contribution will be diminished.

In May, Mandel began phasing out the disposable paper and plastic dishes and utensils used for the last eight years at his three popular all-vegetarian restaurants in Venice, West Hollywood, and Westwood, California. In their stead, Mandel has purchased ceramic dishes, bowls and coffee cups; metal silverware and glass tumblers. In each restaurant Mandel is hiring an additional dishwasher to handle the increased load of dirty dishes. The new employee will also bus tables once cleared by patrons, who dumped their paper and plastic into a trash can as they exited.

Juicy's had been serving sit-down customers with the same disposable dishes used for takeout orders, simply because "it was the easiest thing to do." When Mandel became concerned about the use of "styrofoam"—or polystyrene—packaging, he began buying paper products instead. Although they were much more expensive than their plastic counterparts, Mandel purchased cardboard Chinese takeout boxes and paper clamshells, soup containers and cups. But he remained unconvinced that paper was better. "The experts told me the paper products don't really biodegrade in landfills," he explains, "and I knew that you still had to cut down trees to make the paper. So I figured that instead of debating paper vs. plastic, I'd try to get rid of them both.

"We'll still have to use some paper and plastic for takeout food," Mandel says, since takeout customers account for about 50 percent of Juicy's business. To provide an incentive for further waste reduction, Mandel plans to give customers a 10 percent surcharge on takeout food. "If they bring their own Tupperware containers for the food or if they bring back the takeout boxes they got here, I'll waive the charge," he says. But Mandel hopes that customers will take advantage of the incentive to eat the food inhouse.

Comparative costs

Since making the switch to washable utensils, glasses and dishes for his sit-down customers, Mandel has reduced his disposable packaging outlay by almost 50 percent for the three Juicy restaurants—from $1,350 to $700 per month. By comparison, he spent $4,500 for the dishes and glasses,

Owner Michael Mandel has cut back to two days of trash collection a week by using ceramic dishes for on-premises meals. A mix of polystyrene and paper packaging is still kept on hand for take-out customers—for an extra charge.

which will last for several years, even with modest breakage rates. He estimates that he could incur up to $225 a week in increased labor costs for the extra dishwashing help at each location. "But it's worth it," he says, " . . . because a lot of my customers were telling me they didn't like the waste from all the packaging. Some of them even said they'd eat here more often if we had reusable dishes."

Mandel points out that he is realizing some savings from reduced refuse-collection expenses. Until recently, his hauler charged him $300 per month for collecting his trash six times a week. With the conversion to ceramic dishes and the recycling of cardboard boxes, Mandel has cut back to two days of collection a week and is accruing a savings of $120 per month. This offsets some of the extra labor cost.

Although dishwashing does require more local water usage than the use of disposable dishes, Mandel points out that producing paper goods from trees also uses significant amounts of water. " . . . but we don't normally associate these effects with disposable packaging . . . . There are no easy answers to these environmental problems," Mandel concedes, "but we're doing our best. One step at a time."

The next step could be to purchase a low-usage dishwasher, which is much more efficient than Juicy's current soak-and-spray method of dishwashing. According to the California Restaurant Association (CRA), some utilities in the northern part of the state are providing financial incentives, such as low-interest loans for the purchase of appliances including low-usage dishwashers and low-flush toilets. Most water utilities will also provide free water conservation guides.

"It's a slow process," Mandel says of the conversion to reusables, "and it may cost a little more at first. But it's the right thing to do. Besides, real dishes give the restaurant a classier atmosphere than styrofoam or paper plates do."

—Jennifer S. Gitlitz, a freelance writer in Venice, California, and a science consultant to the Natural Resources Defense Council

BUILDING AN IMAGE WITH ADVERTISING

You're getting very hungry
AMSTERDAM'S
BAR & ROTISSERIE
"Value, Quality and a Damn Good Time"
454 Broadway (at Grand Street) 925-6166
428 Amsterdam (80th & 81st) 874-1377

by Paul Moomaw

Suppose you are a marketing executive with a restaurant chain. Management asks you to build an advertising plan to pull the company out of a slow-growth phase. With an eye toward the competition, you opt for a television advertising campaign that features announcements of price cuts and a two-for-one coupon drive designed to increase market share—tactics being used by the competition.

Using the biggest advertising firm in town, you buy the best prime-time television spots for your ads. The slick ads come off without a hitch.

But at the end of the year when the figures come in, sales are flat. What went wrong? The ads missed their mark because they didn't build an image based on your company's marketing plan.

Taking the long-term view

In today's competitive climate, restaurants often treat advertising as a quick fix. Scott Hume tracks restaurant advertising as the Chicago bureau chief of *Advertising Age* magazine. "You're seeing a lot more price and promotion advertising rather than image advertising," says Hume. "That shows that restaurant people are thinking short-term."

If all restaurants use ads focusing on price promotions, the result may be a less effective crop of advertise-

Paul Moomaw is a communications specialist at the National Restaurant Association.

It's important to take creative cues from the publication that will carry the advertisement. "I wouldn't recommend this ad for the *New York Times*," says creator Mark Torken. It appeared in *Spy* magazine.

ments for the industry. "It makes it harder for the consumer to distinguish between the ads," says Hume. "Who can remember which restaurant is offering the 99-cent burger?"

Instead, says Hume, restaurant advertising has to be sturdy enough for the long haul. "Because restaurant dining is a non-necessity," says Hume, "you have to keep reminding people to 'come and eat here.' That means that you need creative material that can stand repeat offerings." Consumers make restaurant-dining decisions every day, and sometimes more than once per day. Unlike ads for big-ticket purchases, which may be relevant to consumers only during a one-time window period, restaurant advertising that builds an image can affect dining decisions for years.

The secrets of image-building

The most powerful use of restaurant advertising is to build an image that links together two things in the customer's mind: eating out and your restaurant.

So, what are the secrets of the advertising pros? Successful restaurant advertisers have at least three: They follow an integrated marketing plan, they know what to sell with their ads and they project their image effectively in their ads.

Devising a plan. Before advertising an image, restaurant marketers must know to whom they are advertising and what to advertise. For large restaurant companies, that may mean conducting market research. For an independent, it means knowing who your target audience is. Either way, good advertising must be preceded by a marketing plan.

A firm believer in this approach is David Engel, marketing director for the DeRosa Corporation, which operates five Chancery Pub and Restaurants in the greater Milwaukee area. Chancery establishments have made a name for themselves with clever print ads that exude an offbeat, fun personality. According to Engel, however, coming up with clever ad copy is the last step. "The success of our ads is the result of our marketing plan," says Engel. "It starts with our menu, which promises good food, variety and a quality product. I don't think restaurant people spend enough time using their menu in marketing." After all, says Engel, the menu handed to the customer is a form of advertising.

Engel also knows his competition. As a casual-theme restaurant, Chancery competes for customers with similarly styled restaurants, such as Houlihan's and T.G.I. Friday's. "Let's face it," says Engel, "our food is no better than T.G.I. Friday's, and theirs is no better than Houlihan's." So how does Chancery differentiate itself? That's where advertising and promotion come in. "Every advertisement and every promotion we do is designed to build the brand personality of our restaurant," says Engel. For Chancery, the marketing plan "tells them" to use advertising to convey the "offbeat, hip" sense of humor and fun that is a trademark of the restaurants. Even though Chancery ads are often wild, and even controversial, the image is no accident. "There's a method to our madness," says Engel.

In the current restaurant climate, fast-food advertising poses a special problem for marketers. Many companies feel the pressure to create impulse purchases that increase market share in the short run. It's a pressure that often leads to discount-based advertising that does not build an image.

Scott Hume of *Advertising Age* believes that the recent series of televi-

Chancery's offbeat and sometimes controversial ads have helped the restaurant convey the sense of humor and fun that is a trademark of the five restaurants.

sion commercials for Wendy's that features founder Dave Thomas has struck the right balance between long-term image-building and price promotion. "I give Wendy's credit for developing such a campaign in this difficult time for chains," says Hume. "Theirs is the kind of campaign that needs time. But Thomas is establishing himself as a likable character, as well as the founder of the chain." In the Wendy's ads, Thomas is featured in a variety of settings—both inside a Wendy's restaurant and outside—talking about Wendy's' food, prices or service. By establishing him as a spokesperson, Wendy's is able to weave continuity into its ad campaigns, even if he is announcing a short-term promotion.

Selling the right thing. Part of effective image-building is knowing what to "sell" in the advertisement. Mark Turken is president of his own advertising firm in New York City and has become known for his work with independent restaurants. As Turken points out, advertising upscale restaurants in Manhattan requires that you sell much more than food. "You tend to be selling ambience in New York restaurant ads," says Turken. "Dining out here has become a form of entertainment in itself."

In central Indiana, however, the focus is different. The nine-unit Jim Dandy restaurant chain has found a successful print and radio advertising strategy built on its menu items. "Our goal is to make people eat out rather than at home," says Gary Sampson, director of marketing for the chain's parent company in Tipton, Indiana. "Offering homestyle food items in words and pictures in our advertisements is how we do that." Building this simple "home-cooked" image has worked for Jim Dandy restaurants for 25 years, and according to Sampson, the strategy isn't likely to change soon.

Projecting the image. Once the marketing plan has been studied and the advertising strategy has been formulated, a restaurant's image still has to be projected.

According to Turken, choosing the right publication for a restaurant's print ads is one of the main tools of restaurant image-building. "Where you advertise is very important in terms of image, and the language and look have to be different. For instance, in an upscale publication, I tend to use less verbiage," says Turken. In every case, Turken tries to stay true to the restaurant's strengths. "I believe the ad should always reflect the restaurant," he says.

Turken often takes his creative cues from the publication that will carry the advertisement, as well as from the theme of the restaurant. An ad he created for Amsterdam's Bar & Rotisserie in New York, for example, featured the playful humor of *Spy* magazine, in which the ad appeared. "I wanted something kind of hypnotic for *Spy*," says Turken of his ad featuring an optical illusion. "I wouldn't recommend that ad for the Friday *New York Times*."

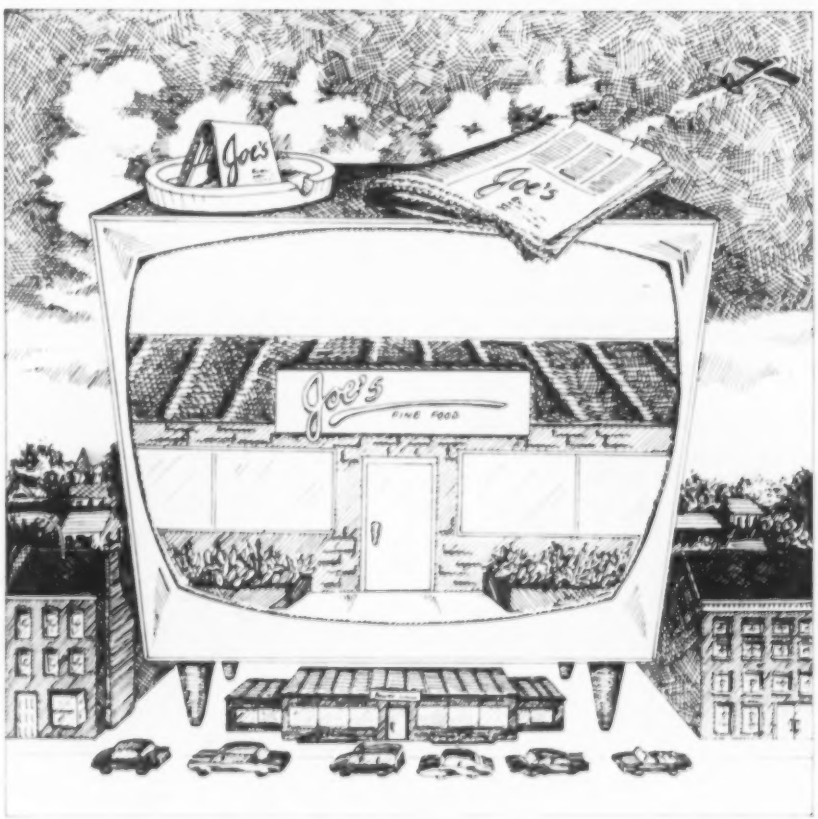
In an ad for New York's Cafe Greco that appeared in an interior-design publication, Turken appealed to the sensibilities of interior designers while promoting the party facilities of Cafe Greco. The ad features a spacious photograph and sparse copy that toys with the meaning of the word "space."

An image can last forever, almost . . .

Is there more than one way to build a restaurant's image through advertising? Of course. Although today's competitive environment leads many marketers to think short-term with their advertising, most marketing experts agree that a long-term advertising focus built on a solid marketing plan can lead to the ultimate goal of restaurant advertising: building an image that makes customers associate a restaurant with their favorite eating experience. ❑

This Cafe Greco ad, which toys with the meaning of the word "space," was aimed at interior designers.

WHERE TO ADVERTISE



Lucinda Levine

Deciding what is the most effective, economical way to advertise your restaurant isn't always easy. Should you use TV, radio, print or a combination? Here are some pointers that may help you choose.

Did you ever wonder why customers are not beating down your door and business isn't booming? Maybe it is because you are not promoting and advertising your restaurant effectively.

Why advertise?

The purpose of advertising is simple—to let people know that you are in business. In addition, advertising serves

- to create a positive image
- to develop a need for your services and products
- to persuade customers that your products/services are the best on the market
- to increase profits and
- to capture customer attention/enhance customer action.

The most effective advertisements share some elements, which you should keep in mind when developing your advertising campaign. They are simple, clear, honest, informative and customer-oriented, and they attempt to answer who, what, where, when, why and how.

What is the best approach?

Spending advertising dollars with no purpose can do more harm to your business than good. Even advertising with a specific plan is no guarantee of success.

When selecting your advertising goals, ask yourself:

- What image do you want for your company?
- What market do you want to reach?
- What menu items/services do you want to emphasize?
- What sales do you expect?
- How much money do you have to spend?
- When is the time right?

These areas are by no means inclusive. As you sit down to plan your company's goals, other ideas will surely follow.

When setting your goals, remember to make them specific. Generalities are nearly as detrimental as no goals at all. Don't just say, "We want increased sales." Specify how much the increase should be, i.e., 20 percent or $10,000.

You may not be able to determine

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the answers to all of your questions on your own. Market research may be necessary before beginning your campaign.

Once you have some objectives laid out, you must prioritize those objectives. One advertising campaign never will or should be able to accomplish all of your goals at the same time. Focus on one or two objectives.

Advertising mediums

Now that you know the who, what, where, when and why, you must answer how. Which medium should you use? Regardless of the medium, remember that a hit-or-miss approach will not be effective. Regular and constant repetition has proven time and again to be the most productive.

Newspaper: Newspapers are probably the most widely used advertising medium among small businesses. Newspapers have immediate impact and a sense of timeliness, and they allow great flexibility in advertising.

Magazines: Magazines offer regional and national exposure. They have a longer lifespan than newspapers, but they cost more. Some national magazines have regional editors and offer Zip-Code coverage. Because they use premium-printing techniques, in magazines an advertiser can use color and photos more effectively than in newspapers.

Try to match the market area of the publication to your market goals as closely as possible. If yours is a small restaurant in a large metropolitan area, advertising in the daily metropolitan paper will probably cover too large a market and might be out of your price range. But on the other hand, perhaps a small ad in a local magazine would be worth the money. In smaller towns, the local weekly paper may be just what you need. Be sure to check the different types of advertising to get the best rate available.

Publicity is not limited to paid advertisements. Free advertising is available through the use of news releases informing papers of newsworthy stories about your restaurant.

Radio: There are many different types of radio stations, so be sure to match the station's market audience to your market needs. The power (wattage), audience and programming should be considered in radio just as circulation and content are looked at in selecting a newspaper.

A station that has a powerful wattage may be too big for a small business. A station with limited geographical coverage, where the market area is limited, may be just what you need.

Television: In the past, TV advertising has been out of the question for small businesses. Rates for stations affiliated with major networks are too high. But the expansion of cable television has changed that. More opportunities are arising for small businesses to advertise on TV. If you are considering this medium, do some careful research as to viewer age, income, viewing habits and so on to make TV advertising effective.

Other options: Various other highly successful methods of advertising are also available.

- *Yellow Pages*—Placing a small, detailed ad in the Yellow-Pages section of your local phone directory is a proven method of dispersing information. The Yellow Pages are especially effective in attracting new customers.
- *Flyers*—This is an inexpensive but effective method of getting your message out to a limited area.
- *Billboards*—This can be a very effective advertising method, especially for out-of-the-way restaurants located close to an interstate or highway. (*Note:* There are laws against billboards in some communities.)
- *Signs*—Signs make the first and often a lasting impression on customers and potential customers.
- *Specialty items*—Giving away pens, notebooks, key chains, matches and calendars is a popular advertising gimmick. This type of advertising can be especially successful in a small town.

These are some of the advertising tools available. Any one or a combination of these or other advertising methods can be used to promote your restaurant. The trick is to find the method(s) that best meet the goals of your company.

Backed by high-quality products and services, advertising is a powerful tool that can make your business boom! ❑

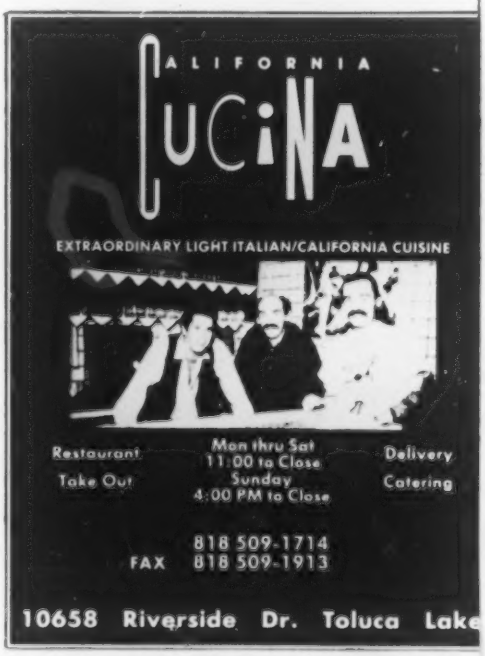
BEFOR

A restaurant that places a one-column-inch advertisement with a large metropolitan newspaper because of the promise of larger readership might as well burn the money and throw the ashes into the air. The ad is likely to get lost.

But there are other publications that can reach a targeted audience and be well worth the money spent. The trick is to find the right publication among those available in your area.

Begin by visiting a newsstand or bookstore and browsing through the periodicals. Many cities have a weekly or monthly news and feature magazine that writes up local events, theater listings and articles about local people. These publications are popular because people enjoy reading about their friends and neighbors and the businesses in their area.

As you thumb through the magazine, notice which other local restaurants have advertisements in the is-



YOU GO TO PRINT . . .

A few practical pointers to consider before placing print ads.

by Jeffery Bowman

sue. Does the magazine include a listing of restaurants? Does it include a review of one of these restaurants? If so, this may be an excellent medium for advertising your restaurant.

Examine the reach and the cost

Once you have narrowed down your selection to one or a few of these publications, call the publication and request a media kit and a sample issue. The media kit will include a rate card, a demographic breakdown of readership by such factors as age, gender and income, and possibly letters of recommendation from other businesses that have advertised. Look this information over carefully to determine whether the publication reaches the people you want to target.

The rate card will tell you what your options are. It will list ad sizes and rates. Take the time to determine how much it will cost for 1,000 people to see your ad in the publication (CPM). To determine the cost, divide the cost of the ad by the circulation in thousands. For example, if you bought a $200 ad in one magazine with a circulation of 20,000, the CPM would be $200 divided by 20 or $10. If the cost in another publication is $300 but the circulation is 50,000, the CPM would be $300 divided by 50 or $6—a lower rate.

Also listed on the rate card will be the ad sizes that the publication offers. Most will offer specific blocks, such as a one-quarter, one-third, one-half, junior-page and full-page ad. Again, you may want to look through the publication and find the ad size that you find appealing and that grabs your attention. An extremely small ad on a page with larger ads may fall into the category of bad advertising.

Most publications offer multiple-placement discounts—special rates for advertisers who sign a contract that binds them to three, six, 12 and more placements of their ad. The rates go down as the quantity increases, thereby making it less expensive *per ad*. But you may not want to tie yourself down to a contract. Although the savings on paper look great, you will be legally bound by a contract that guarantees the publication your continued payments whether you place the ad or not. If your business should fail, the contract would continue nonetheless. If the publication is relatively new, you may want to place only one insertion and judge the results before continuing. Do not underestimate the value of repeat advertising, however. It may take readers three or four exposures to your ad before they take action.

If you have never placed an ad with a publication or have any hesitancy in this matter, you should ask an advertising representative to visit you. Before the meeting, make sure you have a firm grasp of your needs, know what you want the ad to say and know how much you can invest in advertising at present and in the near future.

Here are some questions you will want to ask the representative to determine whether you want to place an ad with his or her publication.

If all you can afford is a small ad, find out whether it can be "reversed." This process is done during printing and will change black print on a white background into white print on a black background.

Jeffery Bowman is a restaurant business consultant and writer based in Los Angeles, California.

NATHANS
(202) 338-2000
3150 M Street, N.W.
Washington, D.C. 20007

NATHANS
(202) 338-2000
3150 M Street, N.W.
Washington, D.C. 20007

JULIAN'S
★★★★
Restaurant Francais
Nashville, Tennessee 327-2412

JULIAN'S
★★★★
Restaurant Francais
Nashville, Tennessee 327-2412

Dine in the Beauty of our 1797 Home
Anthonys
1109 Piedmont Road, N.E. (404) 262-7379
Atlanta, Georgia

Dine in the Beauty of our 1797 Home
Anthonys
1309 Piedmont Road, N.E. (404) 262-7379
Atlanta, Georgia

PITTYPAT'S PORCH
Atlanta's Most Unique Restaurant
Antebellum Cuisine and Atmosphere
25 International Blvd., N.W. (Downtown)
(404) 525-8228

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Questions to ask an ad rep

1. Get more information about the publication. What are its strengths? What is the readership? How long has it been printing? Many of these questions will be covered in the media kit, but it is nice to hear a bit of enthusiasm from the person wanting to sell you the ad. If the ad rep seems vague and uninterested, chances are that you will receive the same kind of service throughout your contract.

2. Find out about upcoming special issues. Obviously, a restaurant issue would be a good place for your ad. But don't restrict yourself to restaurant issues only. Look around your area. If you are close to a theater, advertise in the theater issue. As theater patrons are reading about the latest play or film, your ad will suggest that they have dinner at your restaurant before or after the show.

Are you near a college? Business center? Rollerskating rink? Do a little research and find out which of these publications appeal to the audience that you want to reach.

3. Ask about your placement options. Theory has it that the upper half of the right-hand page is the best position for an ad. Of course, if yours is the most creative and appealing ad in the magazine, it will stand out no matter where it is placed. But it is also true that the human eye naturally falls on the right side of the page when readers thumb through a magazine. Request the right side of the page first, and go from there. Other premium placements are the front half of the magazine, the inside covers—front and back—and directly

Art: the nonverbal sales tool

Is a picture truly worth a thousand words? In most cases, yes, especially in print advertising. Although an innovative catch phrase and slogan are very useful sales tools, your ad must still compete with the dozens of other very creative slogans vying for the reader's attention. Artwork, on the other hand, can be one of a kind and can help you create a specific image in the marketplace. In our very visual society, one picture can grab and hold attention in a way that words cannot.

A restaurant with the generic name of "Sam's Seafood" can be sure of the fact that the public will know that it serves seafood. Using the term "seafood" was a good start. But how can this restaurant compete with other local seafood restaurants and also convey that it "serves over 50 types of fish, all dressed to your liking in an atmosphere of fine dining?" Obviously this can be accomplished by stating these facts in the ad. But that's very wordy and not very interesting. As an alternative, Sam's Seafood can create artwork that depicts 50 types of fish dressed as models on a runway posing before a group of well-dressed, hungry diners holding menus and commenting on

RUDOLPHO'S. The restaurant offers continental cuisine in an environment of Old World cinema glamour. Originally the owners did not use the Valentino image, even though the restaurant was named after the silent-screen star. The "Enter the World of Valentino" concept was used as both a mailer and a general advertisement for the restaurant. The picture of Valentino posing in the doorway, the black backdrop and the two catch-phrases, "Enter the World of Valentino" and "The Legend Lives On," capture the feeling and glamour of the restaurant.

CLUB VALENTINO. Rudolpho's also features a cabaret in which singers, comedians and musicians are spotlighted. The room was originally called "The Valentino Room" and used for banquets. The name Club Valentino and the picture of Valentino in a romantic pose with a co-star suggests an intimate evening reminiscent of a bygone era.

across from the cover or feature story. With a larger ad, you may be able to request that your ad be placed on a page with editorial only. This means that your ad will be the only one on the page and will surely stand out and get attention. Many magazines will not guarantee placement, and this could be a factor in your advertising decision.

An effective program for your establishment may be to begin with a larger ad to prominently display your business and follow with two or three small backup ads that keep your name in print. Most publications will offer multiple-placement discounts no matter what the size and variation of the ad.

4. Next, determine the size of your ad. With regard to size, there is no absolute right or wrong. The key is to make the most of your money with even the smallest ad. Due to space requirements, most publications must place smaller ads among smaller ads. Therefore, the reader and prospective customer must wade through the others in order to find yours. Most often, what will happen is that the reader will only scan the page before turning to the next. But do not let this discourage you. Even the smallest ad can be effective if a few added steps are taken.

□ Don't be tempted to fit the most copy possible into a small space—it only clutters the space and creates lettering so small, only a magnifying glass could help decipher it.

□ Feature your logo as prominently as possible and, in smaller type, a catch phrase or single description (such as RESTAURANT-COCKTAILS-NIGHTLY DINNER SPECIALS).

□ Include your phone number and address.

□ If all you can afford is a small ad, find out whether it can be "reversed." This process is done during printing and will change black print on a white background into white print on a black background. This is particularly effective for smaller ads because it allows them to stand out in a sea of other small ads. Reversed ads may cost you a bit more, but they are usually worth the extra money.

□ Back up your ad with a detailed listing in the "restaurant listings" section or with a review when possible. Publications that do not offer these added incentives may not be good bets for a small ad.

5. Contact other businesses that advertise in the publication and find out how satisfied they are with the advertising program.

6. See if the publication will offer editorial space to its advertisers. Be sure to ask about this benefit. Some publications will allow you to submit your own copy and print as is, so you will have the public reading about how wonderful your establishment is—written by one who really knows. Others may offer a full-scale review, a continuing listing in the "restaurant listings" or "guide to advertisers" sections, or periodic mentions of upcoming events, celebrities who have visited the restaurant, fundraisers and if you feature entertainment, the program schedule.

If the publication includes motion-picture advertisements and promotional contests, you may want to sponsor a prize such as two free dinners. In return for this, you will be featured with other advertisers and a major motion picture for only the cost of these complimentary meals.

7. Ask if the publication will trade advertising space for restaurant scrip. Many local and regional magazines do trade. The deals vary in each case; but generally no money changes hands, and both parties benefit.

The best deal for you will be to trade straight across the board—meals for advertising. This is done at retail value of both the food and the advertising. Variations include half trade and half cash, and in some cases, the publication will offer to trade only at your cost. This means that you receive, let's say, $500 worth of advertising in return for $1,000 of restaurant scrip.

One of the best reasons to take part in this type of transaction is its promotional value. The publication staff either gives your scrip to valued clients or uses it themselves. This means that you are gaining exposure not only through advertising but also through on-premises exposure and word-of-mouth recommendations. After tasting your special cuisine, the editor, publisher and guests will tell others and increase your business.

In some cases, publications have arranged a trade with a restaurant and held their annual holiday party at the establishment, photographed the event and published the photos in an upcoming issue. The publicity value of such an event is immeasurable.

(The sales representative may not be authorized to handle a trade transaction, but will have the publisher or editor personally contact you.)

Some final points to consider include discounts for camera-ready artwork, any free art services, lead time for each issue and cutoff dates for changes in your ad. ❑

the proceedings. A clever catch phrase can be used, but is not necessary. The picture tells all.

Nearly all advertising agencies have their own art departments that work in conjunction with advertising executives. Advertising agencies are expensive, however, and many small restaurants cannot afford to both advertise and pay the fees. As an alternative, many publications also staff artists and will create original artwork for a nominal fee, but the end product may look just like the others in the publication.

Freelance artists, on the other hand, work on a per-project basis, usually for affordable rates. You can find freelance artists or illustrators through art clubs, ad clubs, the Yellow Pages, chambers of commerce, local printers and the advertising or art departments of local colleges. Freelance artists are usually happy to visit prospective clients and show them samples of their work. Look over the samples carefully to make sure that the style coincides with the image or feeling you want to convey about your restaurant. Be sure to discuss delivery dates and fees at the meeting.

Original photography is effective, too, but is often more expensive than an illustration. The shot must be set up, usually in your restaurant, which may mean that you must close during business hours. Other considerations may include the photographer's fee (usually hourly), models and prop food for the shot (if interior), proper lighting and developing costs. In some cases, old photographs can be used to good advantage, too, if a restaurant's ambience harks back to another era.

RESTAURANTS ENHANCE THEIR IMAGE WITH

SPECIALTY ADVERTISING

by H. Wayne Roberts, MAS

Specialty advertising products can provide the creative marketing boost that restaurants need in today's competitive market.

In brief, advertising specialties are useful or decorative items imprinted with a logo, advertisement or message and are distributed free to a target audience. The mug carrying the logo of your coffee supplier, the pen imprinted with the name of your insurance agent or the bank calendar hanging on your wall are all ad specialties.

The benefits

The benefits of ad specialties are many. By presenting your desired customers with tangible items that will be frequently used or attractively displayed in offices and homes, your message is continually communicated. More important, the message is delivered directly to the audience you wish to reach.

Advertising specialties also build goodwill between your restaurant and your targeted dining audience. A study by A.C. Nielsen showed that everything-else being equal, people are more likely to patronize a business that has given them a specialty item than one that has not. Everyone likes to receive items free, and the positive feelings generated by the individualized attention goes a long way toward cultivating an important repeat customer.

For all types of restaurants

Specialty advertising is a realistic and economical tool for any restaurant, regardless of size, budget or clientele. With an estimated 15,000 types of adcentives to choose from, the medium is limited only by one's imagination. Any message can be communicated to any target audience while working within most budgets.

Many restaurants already use specialty advertising. In fact, imprinted matchbooks, a popular ad specialty item, have been a fixture in restaurants for decades. However, specialty advertising is most effective when it goes beyond passive distribution and becomes an active marketing tool to meet a specific goal.

For example, the new owners of Forkey's Family Restaurant in Martinsville, Indiana, sought to create a new image and increase traffic for the restaurant, which had been operated unsuccessfully by several previous owners. Capitalizing on the "Fork" in Forkey's, a logo was designed and imprinted on matches, business cards, baseball caps and fork-shaped pens.

A grand opening was organized and announced in mailings to select individuals, clubs and business establishments. Imprinted ad specialties were included in the mailings and distributed at the grand opening. Individuals bringing the ballpoint pen to the restaurant could redeem it for a 10 percent discount on meals.

Forkey's enjoyed a tremendous response to this promotion. Seventy-three percent of those who received the mailing responded, and traffic increased by 42 percent during the 3½-month promotion period. The new

H. Wayne Roberts is chairman of the board of Specialty Advertising Association International, the specialty industry's trade group. Based in Irving, Texas, the trade association represents more than 4,500 supplier and distributor members. Roberts, a former senior vice president of the Virginia Restaurant Association, is chief executive officer and corporate vice president of Pioneer Balloon Co., a specialty-advertising supplier headquartered in Wichita, Kansas.

Courtesy of Clifford Quicksell, Promotications Advertising, College Park, Maryland

No one could miss this message. **A blimp supported the specialty-advertising campaign developed by the Harbour Restaurant and Waterfront Club in Woodbridge, Virginia, to appeal to upscale diners, including yacht owners and their families. Giveaway items featured baseball caps, sport shirts and membership cards for VIP customers and plastic writing slates and bibs for children. The campaign resulted in a 60 percent increase in total revenues.**

owner also estimated that 60 percent of the customers who responded to the grand-opening mailing continued to patronize the restaurant. At year's end, gross sales were double that of the best previous year.

A collection of restaurants at Westshore Plaza, a shopping mall in Tampa, Florida, implemented a creative specialty-advertising campaign to increase traffic at its food court. A three-month "Picnic at the Mall" promotion was designed to increase food business from 3 p.m. to 9 p.m.

Discount cards were mailed to 14,000 households and businesses, and specialty advertising was used to provide a picnic atmosphere for the event. Imprinted banners, red-and-white checkered tablecloths and tray liners supported the "Picnic at the Mall" theme. Merchants were asked to keep daily logs of the number of discount cards used, and imprinted T-shirts were given to employees as an inducement to keep timely and accurate records.

Participating restaurants reported a 7 percent sales increase. Nonparticipants experienced a 5 percent decline.

Large restaurant chains also can find success with specialty-advertising campaigns. Carlos Murphy's, a national chain of restaurants/bars that caters to young adults in 16 cities, wanted to stimulate business with a special-events promotion. A St. Patrick's Day promotion was a natural for the bars, which are billed as "Irish-Mexican cafes."

Posters announcing the "Celebrate St. Patrick's Day" promotion invited patrons to reach into the leprechaun's pot of gold and take a gold coin. The coins could be redeemed for food discounts or free drinks on future visits, thereby encouraging repeat business. The promotion theme was augmented by fuzzy stick-on creatures that were distributed to customers.

The positive effect of the 30-day promotion and the success of the specialty-advertising campaign convinced the chain to redirect a good portion of its advertising budget to sales promotions and merchandising.

Public relations tool

Specialty advertising also is an effective means of informing customers about a restaurant's public-service efforts. For example, restaurants can design menu symbols to indicate low-fat or low-cholesterol dishes and then can dress servers with buttons, hats and aprons imprinted with the same symbol. They also can imprint beverage napkins with a reminder about designating a nondrinking driver or can give customers key rings that communicate a similar message.

Another creative ad-specialty technique has been to adapt traditional matchbooks for nonsmoking diners. The matchbooks can carry a message indicating they can be used for more than lighting cigarettes, or the matches can even be replaced with toothpicks.

Should be part of a program

Specialty-advertising campaigns are most successful when integrated into thoughtfully planned sales and marketing programs. Specialty Advertising Association International (SAAInternational) in Irving, Texas, the industry's trade group, suggests the following approach when planning a specialty-advertising campaign:

- Define a specific objective,
- Identify the target audience,
- Determine a distribution plan,
- Create a central theme for the promotion,
- Develop a message to support the theme and
- Select a specialty item that relates to the advertiser or message.

To assist restaurateurs in developing creative and effective ad-specialty campaigns, SAAInternational recommends working with a specialty-advertising distributor/counselor. These consultants are experts in the field and can guide restaurateurs in the development of campaigns, selection of appropriate specialty items and implementation of advertising-specialty programs. ❑

Specialty items can boost service ratings

Stimulating sales and motivating employees were the goals of an ad specialty program implemented by the Shoney's South Inc. restaurant chain, headquartered in Charlotte, North Carolina. The management adopted an incentive promotion targeted at employees and designed to provide service beyond customers' expectations. The "E Team" program was implemented at 200 Shoney's locations in southeastern states to inspire server excellence.

To introduce the promotion, employees received a series of teaser specialties, including a double-eraser pencil with accompanying copy, "Eliminate mistakes. Join the E Team soon." This was followed by a wooden nickel imprinted with "Don't take any wooden nickels. Join the E Team." Management then explained the promotion goals and the competition, whereby restaurant locations would be divided into six geographic divisions.

Employee performance was observed and evaluated by "mystery shoppers" who visited the restaurants, unbeknownst to employees. Employees were given lapel pins and bumper stickers. Printed on the liners of the bumper stickers was the amount of cash the winning location in the division would win and distribute among employees. Other prizes were jackets and caps with the promotion's logo.

According to Shoney's marketing department, the ad specialty promotion resulted in a 10 percent increase in sales and a 4.5 percent increase in "excellent" service ratings.

PICTURE-PE

It's the kind of picture that makes your mouth water—a picnic supper with glistening drops of dew on the peaches, steak cooked to perfection, beans so green you can almost taste their freshness, a dish of luscious ice cream and a glass of white wine that sparkles in the sunlight.

If you could wish yourself into the picture and join the out-of-sight guests when they sit down to enjoy this enticing meal, chances are you'd be in for a big disappointment—unless you like your meat cold and almost raw, your vegetables undercooked, wine that tastes like ginger ale and ice cream hard as a brick. The peaches might even turn out to be green, despite their rosy color.

The fact is the food in the picture was not intended for any guests. Because food is so difficult to photograph, it's more important that food in photographs look good, not taste good. Making sure it looks good is the job of a specialist—the food stylist. The job requires so much skill that individuals talented in this art have gone into the business full time and even warrant their own section in Irena Chalmer's new book, *The Food Professional's Guide*. Food stylists prepare food for television and movies and for photographs in magazines, newspapers and cookbooks. Few food ads would be successful without them.

Food stylists in focus

Food stylists are usually self-employed. They are hired by either the photographer, the advertising agency or the client. The client may be a large foodservice corporation readying a major advertising campaign, or it could be a local restaurateur who wants to illustrate a menu with photographs of some of the restaurant's specialty dishes.

Food stylists are found in greatest numbers in metropolitan areas like New York, Chicago and Los Angeles. They earn from $200 to $750 a day, depending upon the assignment and the local going rate.

Because they usually prepare the food themselves, to the client's specifications, and because they need to know what happens to food under all sorts of conditions, most food stylists have a background in home economics or culinary arts. Stephen Shern, now a food stylist full time in Los Angeles, was a chef working in New York when he first began to dress up food for the camera.

Besides a knowledge of food, food stylists must have the eye of an artist, be creative and be meticulous in attending to details. "It is very tedious work," says Peggy Green, who works in Houston. An understanding of photography is also important. "You must realize that you are seeing food one-dimensionally, not three-dimensionally," says Debbie Wahl, who works in the Washington DC/Baltimore, Maryland, area. "What the camera sees is different from what the eye sees. The light, shadows and angle have an effect on how the food is viewed." Food stylists also need to be quick problem solvers, because a lot of unexpected things happen when one works with food. Robin Lutz, a stylist in Columbia, Maryland, remembers a time when the icing slid right off a cake.

Tricks of the trade

The job of the food stylist is to make food look fresh and appealing, even if it's been sitting before the camera for hours. But even before the lights go on, each food item must be perfect in shape and color. In New York, stylist Sarah Greenberg shops at specialty markets like Balducci's for the best-looking fruits and vegetables. In Chicago, stylist Jane Kuoni Hand chooses buns right off the conveyor belt at the bakery; buns from a package tend to have wrinkles. If the sesame seeds aren't distributed evenly, she glues more on. And when Shern was preparing a commercial for Burger King, he went through 2,000 french fries to choose the few that looked good enough to eat.

Color is an important element in making food look appetizing. Lutz blanches vegetables to be sure they are the brightest color possible. Greenberg often adds baking soda to the cooking water—something she would never do if the food were for eating, since baking soda kills many of the nutrients. Some colors, like yellow, fade when photographed, so food stylists often touch up yellow

©Dan Hardy/The Houston Post

by Ju

Because food is notoriou cadre of specialists devote for the camera. Here's an i make food loo

Julie Fintel is a communications specialist at the National Restaurant Association.

FECT FOOD

Food stylist Peggy Green

lie Fintel

sly difficult to photograph, a s its time to dressing up food nside look at what it takes to k picture perfect.

items with food coloring. And to add a browned and crisped-in-the-oven look to a turkey that has been roasted for only an hour and a half, some stylists turn to Kitchen Bouquet.

Tools of the trade

No food stylist comes to a shoot without at least one fishing-tackle box of tools. "I take half my kitchen," says Lutz. But you'll find more than knives sharpened just right; the traveling kit will also contain items not found in most kitchens: tweezers for arranging single pieces of caviar, a hypodermic needle for adding juice to fruit to make it plumper and a dental injector tool whose curved nozzle is perfect for adding mayonnaise and catsup to burgers.

Green sears meat with a blowtorch and sprays ice cream with freon to make it rock-hard. She will use a glue gun to make chips stand up, make drips out of Karo syrup, patch pie crusts with Crisco and spray olives with an acrylic to make them shiny.

Does this sleight-of-hand make them tricksters? Most stylists say no—because food stylists aren't allowed to add any food items, only to rearrange what's there. In fact, truth-in-advertising laws stipulate that the food being advertised must be the real thing, and the advertiser is not allowed to misrepresent the product. What you see is what you get. A food stylist preparing a stew can't add carrots for color if there are no carrots in the original product. "For example, if I work for McDonald's," says Green, "the hamburger and bun in the photo must be the same thickness as the hamburger and bun sold over the counter at a McDonald's."

Only the food that is used to embellish the advertised product is allowed to be artificial. For example, if the product being advertised is a cake, the ice cream on top of a slice of the cake may be a scoop of shortening or some other surrogate product. If the product is cereal, the milk that the cereal sits in can be, and often is, Elmer's glue, preferred because it will hold the cereal in place and won't make it soggy.

Problem foods

Food stylists agree that ice cream is the most difficult food to work with—for the obvious reason that it melts so quickly. They use dry ice to freeze it as hard as possible; then it's up to the photographer to work as quickly as possible—10 minutes is max.

Many stylists name cakes as next-most-difficult to work with. The cake must be perfectly straight, with top, bottom and all frosting lines horizontal. The icing must hold up well, too.

Greenberg doesn't like to work with drinks, especially the kind with a whipped-cream topping. "You have to get it to sit just right," she complains. Sometimes she is able to substitute a gelatine for the liquid, giving the cream a solid base to sit on.

Meat also presents a special challenge. If cooked too long, it shrinks, and its color becomes uneven. Usually the meat in a photo will be just short of raw on the inside. Hand will sometimes deep-fry meat because it gives a more even color and doesn't leave black spots on the outside. Then she will use a hot screwdriver or skewer to add grill marks.

Not for amateurs

Food stylists agree—if you're ever tempted to do your own food photography—don't. The fact that a dish is delicious and all your customers rave about it doesn't mean it will photograph well. It takes expertise to make food picture-perfect. Remember, in food photography, it's eye appeal, not taste appeal, that counts. ❑

Fake caviar and eyeballs

Although he doesn't bill himself as a food stylist, some of the most unusual food-styling assignments come to Tony Ciolino, chef at the American Festival Cafe at New York City's Rockefeller Center. Because his restaurant is in the same building where the television show "Saturday Night Live" is filmed, Ciolino is often called upon to provide food for the show's comedy sketches. To fill the show's unusual orders, Ciolino improvises. When he was asked to come up with 150 gallons of what had to look like caviar—and be edible too, he blackened tapioca with caramel coloring. And when the order was for eyeballs on baked potatoes for a Halloween skit, baby mozzarella topped with sliced black olives, covered with aspic and then arrayed on a baked potato, filled the bill.

by Gary M. Stern

THE CASE FOR MARKET RESEARCH

Gary Landsman/Uniphoto

When Krystal, a regional hamburger chain of 235 outlets based in the South, decided to enter the breakfast market, it hired a market research firm to test its proposed 69-cent sausage/egg sandwich called Sunriser. The results of this research were critical to the success of Sunriser in the marketplace, helping to determine its price, its ingredients—even the advertising campaign.

Red Lobster, McDonald's, Burger King, Sizzler's, T.G.I. Friday's, and nearly every other nationwide restaurant chain uses market research because the cost of introducing a new product has skyrocketed, advertising costs continue to rise—and as Ted Murphy, former vice president of marketing research and development for Krystal, says, "The cost of failure is much too high." Market research, which includes interviews with focus groups, consumer exit interviews, telephone surveys and mall intercepts (where consumers are interviewed in shopping centers), has become as much a staple of nationwide restaurant chains as cash registers.

Not for chains only

Independent restaurateurs, on the

Gary Stern is a freelance writer in New York City.

other hand, have resisted market research because they say the cost is too high. They usually opt for a more informal approach, which involves communicating with patrons—eliciting feedback on dishes and discussing how their restaurant is doing.

Yet industry experts believe that the number of restaurant failures could be reduced if the market research techniques were more formal. The failure of many restaurants indicates that "someone didn't know his market," declares David Kweskin, senior vice president of Ross-Cooper, a market research firm in Teaneck, New Jersey, that has done market research for Howard Johnson's, Ground Round and Jack in the Box. "There's no question in my mind that the size of the restaurant should not be an inhibitor (to using market research)," asserts Michael Minchin, Jr., executive vice president of Sizzler Restaurants International, Inc., in Los Angeles. "[Yet] most single-unit operators are not good marketers," he contends. They concentrate entirely on the operation of running a restaurant, thoroughly ignoring all marketing possibilities. "They're entrepreneurs, and nobody can tell them what to do. Too often they make horrible mistakes and drive themselves out of business," adds Minchin.

Market research can make the difference between surviving and thriving by helping an establishment reach out to attract new customers previously unaware of the restaurant, keep up with changing restaurant trends and tailor the menu to meet customer needs.

Positioning one's product

"Given today's extremely competitive market situation all over the country, restaurant operators can no longer adopt a 'better mousetrap' approach," explains Chekitan S. Dev, assistant professor of marketing and tourism at the Cornell University School of Hotel Administration in Ithaca, New York. Restaurateurs can no longer rely on cooking the best steak in town and expect customers to beat a path to their doors.

Dev encourages individual operators to become more aggressive in how they "position" their restaurant. "It doesn't matter how good your product is, how expensive your linen and silver are. If no one is walking in the door, the rest is academic," he says. "If your steakhouse is the best in town, but the population is composed of vegetarians, your business may fold," he explains. He points to a local inn in Ithaca that offered excellent food but whose business was faltering. Management hired a local marketing firm to conduct a survey, which showed that most locals had not heard of the inn or didn't know how to get there. A modest advertising campaign offered directions to the restaurant, which helped boost business.

Gary Kurlancheek, director of market research at Red Lobster, whose headquarters are in Orlando, Florida, uses market research to introduce new promotions, try out new products and test its advertising campaigns. Market research has proven so crucial to Red Lobster that he notes, "Even for a restaurant with one or two stores, it's important not only to talk to customers, but also to talk to people in the trade area who aren't your customers—to find out why they aren't your customers."

"Avoiding costly mistakes and designing programs that have greater consumer appeal are the major benefits of market research," avers Michele Schmal, partner in the Restaurant Consulting Group in Evanston, Illinois, which has conducted market research for Chi-Chi's, Krystal and other franchises. While individual operators rely on their gut instincts to determine their menu, decor and pricing, Schmal adds, "market research puts numbers behind the feelings you get from the group. You get quantifiable information."

"You can shoot from the hip, and you can hit the target or miss," says Sizzler's Michael Minchin. Research enables restaurateurs to hit the target more frequently by learning what customers want and how to reach customers. For example, market research enabled Krystal's hamburger chain to learn a wide array of attitudes that consumers associate with its franchises. An outside research firm conducted telephone surveys of as many as 2,000 consumers to determine awareness of Krystal and its advertising campaign, attitudes toward the chain compared to attitudes toward its competitors, and specific ratings in the areas of service, cleanliness and design. In addition, Krystal used focus groups, composed of groups of six to eight people in its target states, for more detailed consumer feedback.

Why should a restaurant owner spend a minimum of $3,000 to conduct market research? David Kweskin of Ross-Cooper says that research firms are hired for the same reasons

More potential guests will be in your restaurant if they *can find you!* So make it easier to find your restaurant. Even if yours is an established restaurant, you could be flattering yourself —and making a costly mistake—to think that your location is so well known that there is no problem.

Tell them

Put your location in each printed advertisement, even if you are mailing to regular guests. In a small community of 10,000, 50 to 100 new families may move in every month. Many of these people will be interested in your restaurant and should be your guests. To encourage them to visit, let them know your street address and *how to reach it.* In larger cities and trading areas, there is an even greater shifting of people. In these areas, it might take new prospective guests up to a year to find you—unless you give some sensible help. And in the meantime they may find your competitor.

Few, indeed, are the people who will make a genuine effort to find your restaurant. They may have heard of it; but unless the location is an obvious one, you are not likely to see them. You must make the prospective guest *want* to reach your restaurant. Do it by letting Mr. & Mrs. General Public know *who* you are, *where* you are, *what* you have to offer them. Do this often to get results.

that someone employs a tax accountant. "Most restaurateurs are so busy running their restaurants that they don't have time to do the job thoroughly." Yet they need to know if patrons are unhappy with their appetizers, wait too long to be served or don't like sitting in hardback chairs.

Market research has its limitations

Despite its obvious benefits, market research does have its limitations. Ted Murphy at Krystal says, "Research cannot give you an answer; it can only help you define alternatives and bring new ideas to the surface."

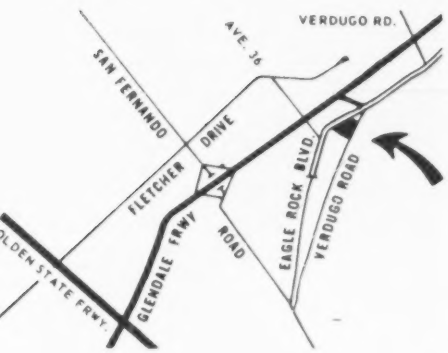
In fact, Murphy says that "gut responses" continue to play a role in product introductions. Contrary to nutritional trends, Krystal thought the time was ripe for Chili Pup, a chili hot dog. Once the product was developed, Krystal used focus groups to refine ideas. The product has been selling briskly in test-marketing. "Unless you do a lot of upfront thinking in terms of conceptualizing, market research will not work," Minchin contends. Much of the market research for Sizzler's is conducted by its advertising firm, but Minchin says that he hires other companies for their specific expertise in testing, leading focus groups or conceptualizing. The more counsel a company gives the firm, the better the market research will be, he suggests.

Red Lobster's Gary Kurlancheek emphasizes that market research involves "predictive behavior. It's important that the research be reliable and valid." To make it reliable, the questions must be relevant and focused, the sampling must be repre-

HELP RESTAURANT SHOPPERS FIND YOU

by Alan W. Farrant

You can't wait for new restaurant guests to find you, because in the meantime they may find your competitor.



Use landmarks

To determine how easy your establishment is to find, put yourself in the place of a person who has just moved into your shopping area. Start with your street number. Can it be seen from a moving car? And in printed ads is the location clear? It may well be there are two identical numbers—one South, the other North. If this is so, give a sensible clue to your *actual* location: List a cross street, such as 1200 S. Main, two blocks west of Blank Street.

Or you might use some other location, which can't help but be known by everyone. Examples: "One block north of Blank Theater," or "Across from the Post Office."

A huge help in printed advertising is to include a street map. Keep it easy to understand. Show your location in relation to a couple of important streets and put an "X" to mark your spot.

If your location is hard to find, print a map on the reverse side of your business card. On the front of the cards be sure you print the word "over."

If you use radio advertising, give a clear verbal picture of where you can be found. If you offer free parking, be sure to make this known, too.

Announce a new location

It is not unusual for a restaurant to close and move to a new location. If you do move, it is vitally important that you let all customers know the new address—even if it is easy to find.

Print small announcement cards, listing both the old and new addresses. Pass these out well in advance of the actual move.

What should you do when you move out of the old address? Put a sign in the window, one large enough for hurrying motorists to read with ease. Tell your business neighbors of the new address, so they can answer inquiries. And leave some of the announcement cards with them, too. Furnish each neighborhood store with a simple map, one large enough to read easily. This makes it easier for them to direct *your* customer while they take minimum time away from *theirs* to do it.

Once you have moved to your new location, make certain all employees can intelligently give directions.

Your new location needs a good sign, too, so hurrying motorists and pedestrians can read it. Use few letters, but make them large ones.

Finally, never assume the location is obvious. Get the word out clearly and often. ❑

Alan Farrant is a business writer in South Pasadena, California.

sentative of your target audience and enough people must be interviewed to establish validity. A recent Red Lobster survey tabulated 9,000 customers.

Highland Park, Illinois, designer/architect Mark Knauer had an experience with market researchers that he would like to forget. Helping to design a Columbus, Ohio, eatery, a market research firm randomly selected people for four different focus groups to discuss the kind of restaurant that they would like to see open. "Some of the responses from the market research firm steered us in a direction that was slightly misleading from what the true market desired," he divulges. For example, the research firm concluded that the market did not include heavy cocktail drinkers; but when the restaurant eventually opened, a strong cocktail crowd materialized. Asked whether an enclosed outdoor dining facility would appeal to them in wintertime, respondents said it would. In reality, the restaurant owners quickly learned that the enclosed seating proved appealing in warm months but lost its appeal in colder months. "I don't know what went wrong," Knauer wonders, "except that the sampling may not have been a true cross-section of the market." While he considers market research useful, he adds that restaurateurs should be discriminating when interpreting the responses.

David Kweskin of Ross-Cooper recommends that the more the restaurateur can help define the problem, the better the research questions will become. He recommends that owners treat the market researcher as a partner and open up their "information bank." Michele Schmal adds that the best focus groups are the ones that are given very specific objectives. Does the restaurateur want to increase volume, change the menu, discover how many consumers are aware of the establishment? And she adds, "Consumers don't do a great job of inventing items or promotions. They are better at tasting items and reacting to them."

When restaurateurs go snooping

Jim Errant, owner of Chicago Claim Company and Timbers Charhouse, in the Chicago area, prefers his own personal brand of market research. "We feel it's necessary to get together with our customers in a focus-group forum to talk to them about their dining experience—what they like, what they don't like," he says. Each year he invites 12 to 20 customers—some of whom are regulars and some of whom are friends of customers—to enjoy a free dinner in his restaurant. After dinner has been served, Errant asks patrons questions about the food, decor, service. Floor managers are invited to listen. Doing this market research themselves, Errant observes, enables him and his staff to "connect with our customers."

On the basis of several customers' feedback, Errant recently changed his party room's decor to better suit his patrons' taste. Menu items also have been altered on the basis of their responses. He admits that doing market research himself is probably "a little arbitrary," but it works for him. "As long as you approach focus groups professionally and have an open mind, you can make it a positive experience," he notes. Customers, he says, "love being asked their opinions."

Mike Hurst, owner of the Fort Lauderdale restaurant 15th Street Fisheries, and instructor of "Food and Beverage Merchandising" at Miami Florida International University, says he also conducts his own market research. For example, he discovered an Australian delicacy with the unlikely name of "bugs" while vacationing in the Land Down Under and brought it back to his restaurant. He selected regular customers and asked them to taste a free appetizer, without telling them its name. When they said how much they liked the crustacean, which tastes like lobsters without claws, he informed them they had eaten "bugs," and explained more about them. Now the dish is on his menu and has become one of his best sellers. The patrons who tasted it first, he says, feel a sense of "recognition," since they have contributed to the restaurant's menu.

In the best of all possible worlds, foodservice operators and management personnel would intuitively know what motivates customers to select certain menu items or types of dining experiences. But in today's imperfect society, man-made research techniques are the best tools operators have for understanding customer behavior and motivation.

Focus groups, a qualitative marketing technique successfully used for years by large, multi-unit chains, are now also supplying small restaurant chains and independents with important customer feedback—information that is especially important in today's slow-growth market where customers can pick and choose from an array of establishments for any particular type of dining experience.

Information gleaned from focus groups helped Bob Evans Farms turn around sales and realize 18 months of real growth at its Tampa/St. Petersburg (Florida) stores. Focus groups helped Burger King to successfully position its BK Broiler, a flame-broiled chicken sandwich. Focus-group research helped owner and general manager Andy Reis of Cafe Provencal in Evanston, Illinois, boost traffic and sales in the restaurant's Terrace Room. And Royal Sonesta Hotel Boston/Cambridge continues to use insights obtained from a focus group to guide the shaping of new restaurant concepts.

Problem markets

Eighteen months ago Bob Evans Farms, Inc., headquartered in Columbus, Ohio, used information gathered from a series of four focus groups to correct sluggish sales in its Tampa/St. Petersburg, Florida, stores. (This 245-unit restaurant chain prides itself on midscale family dining. Units offer tableservice but no alcohol, and the average check is $4.80 per person.)

Focus-group participants were chosen to mirror the market's customer base as closely as possible and to discover the dining preferences of the

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Jon Feingersh/Uniphoto

FOCUS GROUPS

by Dorothy Dee

FINDING OUT WHY CUSTOMERS ACT THE WAY THEY DO

Foodservice operations are successfully using focus groups to analyze problem markets, move into new ones, correct poor traffic and sluggish sales and to gain customer feedback on new menu items, advertising themes or a change in food, decor or even concept.

area's dominant retirement community.

They were given a cash gratuity to participate in a two-hour focus group during which they were asked to compare the value of dining at a Bob Evans restaurant to that of their favorite establishment, with specific emphasis on the size of the portions and the value of the specials. (All participants had eaten at a Bob Evans Farm restaurant before—some in recent weeks, others a year earlier. Participants falling in the latter category were considered "rejectors" since they had not returned to the establishment in a year.)

Prior to conducting the focus groups, management had identified value for the money and the menu as possible problem areas, but responses during the groups indicated service was another trouble spot. According to Roger Williams, senior vice president, director of marketing for Bob Evans Farms, "In the course of the discussion, service continued to come up as a problem. Once we identified service, we could understand why value was a problem. No food was worth its cost if service was a problem."

The information from the focus groups enabled Bob Evans Farms to make successful changes in its Tampa/St. Petersburg stores, including expanding the senior menu section and adding menu items and early-bird specials. Prices remained unchanged, but the rate of menu-

Focus groups examine the motivation behind human behavior. They examine why people act, not what they do.

price increase was moderated. Identifying customers by Zip Code also allowed the company to maximize the effectiveness of its advertising dollar. Some new management practices were instituted. "We had been used to dealing with our heartland, and we took the new position that we had to earn our reputation—to serve every customer as if he or she were the only customer we were going to get all day," notes Williams.

New product

Although Burger King has included a fried-chicken sandwich as part of its menu for 10 years, trends signaling a declining consumption of beef and fried foods led the fast food chain to introduce the BK Broiler nationwide in February 1990. Focus groups exploring consumer reaction to the product were conducted in several markets across the country. In each market, two focus groups were held—one male and the other female. Participants selected for the focus groups matched the demographic profile for the typical Burger King customer. They were 18 to 34 years old and had an annual income of more than $15,000. In addition, each respondent was a fast food customer who had eaten chicken out in the past few weeks. Respondents were asked to discuss why they go to fast food restaurants, what menu items they eat other than hamburgers, what they found appealing about chicken and what types of words would get them to try a new flame-broiled chicken sandwich.

Barry Schwartz, director of brand and product research at Burger King, thinks the focus-group research helped to successfully position the product. "I think the focus groups helped optimize the introduction of this product," says Schwartz. "We learned things about positioning the product—for example, you don't have to say it is healthy if it is flame-broiled, if you use an oat-bran bun and if you describe it as all white-meat chicken."

So far the BK Broiler has met all the company's sales objectives. During peak periods the company has sold as many as one million BK broilers a day.

Advertising strategy

In 1987, when A&W Restaurants Inc., a 738-unit fast food chain known for its signature root beer, was changing its creative strategy, it used focus groups to identify an appropriate advertising theme.

The company, headquartered in Livonia, Michigan, conducted two focus groups (one male and the other female) in its two largest markets, Detroit, Michigan, and Madison, Wisconsin. The 15 to 20 participants in each group matched the 25 to 49-year-old demographic profile of A&W customers. The research was conducted at a field house in conjunction with the company's advertising agency. Each group was led by a moderator, and a one-way mirror allowed A&W staff and the advertising agency personnel to view the group's discussion.

A&W Director of Marketing Jeanne Chapman says, "The research gave us a clear description of their [partici-

What is a focus group?

A focus group is a body of 10 to 20 people brought together for a one-time meeting of about two hours to discuss some predetermined aspect of a particular establishment.

Professional moderators usually direct the course of the event, instructing participants to fill out a questionnaire or engage in a free-flowing discussion. Moderators can be independent contractors or employees of a full-service market research firm. Organizations known as field houses provide a location complete with a room with a one-way mirror and audio and video monitors. The session can even be videotaped. Field houses also obtain participants, typically through random screening on the telephone.

Focus-group participants are men and women specifically selected to participate in the group because they meet certain criteria. For instance, they might match the demographic characteristics of your establishment's frequent restaurant patrons or even the frequent patrons of an establishment's competitors.

Participants can be recruited in

pants'] perception of A&W and the type of advertising they felt would be most motivational. We came up with a theme line that indicated the customer's perception of A&W, and we have been using it successfully ever since." Chapman says the theme line, "A taste to remember," evokes the customer's memory of past usage of the product while confirming its good taste and quality. It also gives the customer a good reason to return again.

Although the focus groups cost approximately $3,000 each, Chapman believes the money was well spent. "This has been one of the longest-running theme lines we have had in a long time. We had done our homework, and it paid off."

Revamping an image

The Royal Sonesta Hotel Boston/Cambridge in Cambridge, Massachusetts, a 400-room luxury hotel on the Charles River, continues to use 1984 focus-group input to attract customers to its foodservice operations and keep in step with the changing pace of the neighborhood.

Back in 1984 when the hotel was being remodeled, management used focus groups to update and rename its second-floor restaurant, the Rib Room, an 80-seat steakhouse establishment and one of only a few restaurants with a view of Boston and the Charles River.

Bruce Wagoner, then director of advertising for Sonesta International Hotels Corporation and now with the Copley Plaza, remembers, "Business was not good. There was an incongruity between the name, atmosphere and menu of the restaurant."

Saul Cohen, owner of Saul Cohen & Associates, Ltd., Stamford, Connecticut, was called in to moderate a series of four focus groups and make recommendations to the hotel. "They were changing the restaurant from a meat-and-potatoes place to an upscale, high-caliber place. They wanted a reaction to the menu, service, food, general ambience, decor and the name of the restaurant," he says.

A recruitment-research facility recruited people in the Boston area to dine at the Rib Room and then return to the hotel at a later date to discuss their dining experiences. Some participants had dined at the Rib Room before, and some had not. Many were business executives who had conducted business at the restaurant previously. For participating in the research, people were given the choice of $125 cash gratuity or a gift certificate of greater value for a subsequent dinner for two at the restaurant.

Participants were asked to rank a series of five or six statements according to the degree of their importance in persuading them to eat at the restaurant. Participants were exposed to a variety of new names for the restaurant and asked about the length of time they would prefer for a fine-dining experience. Information obtained from the focus groups led to renaming the restaurant the "Riverfront" and redesigning the menu. The decor was changed from red and black to pastels, French service was instituted and a harp player was added to provide entertainment in the evening.

many ways. For instance, field houses might recruit participants through random telephone screening through the phone book or from a data base of lists of thousands of willing focus-group participants. Shopping malls are also fertile ground for gathering participants, and some restaurants obtain participants from their reservation lists or their data base of patrons. Participants receive a cash gratuity, which usually ranges from $25 to $35; in certain markets the fee can go as high as $125. In lieu of cash, some foodservice establishments, especially upscale independents, offer dinner for two at their establishments.

To provide a representative sample of responses, two to four focus groups are usually held, each with a new set of participants. Focus groups are usually segregated by sex, with all members of one sex in one group.

Focus-group research costs range from $3,000 to $5,000 per session, with $3,400 as an average. Operators can expect to wait at least one month for the results: It takes one week to discuss objectives and to outline and recruit location and people; one week to conduct the sessions; and two weeks to evaluate the research and write the report.

"I think it is really informative to sit behind a glass screen and hear other people talk about what you have to offer."

Dan Little, vice president and general manager of the Royal Sonesta Hotel says, "The key to the focus groups came out loud and clear. We found that food, ambience and decor were second to the view. The view of the river was significant and that we should emphasize it."

Six years later, the Sonesta is still emphasizing the view, although the Riverfront, closed to the general public since November 1989, is now only available for private parties and as a meeting room. A new casual restaurant with a glass-enclosed greenhouse atmosphere, deck and view of the river is slated to open in early 1991.

The changing character of the neighborhood led Sonesta to initiate a change in the style of its foodservice operation. Little explains: "Previously the Sonesta had been an oasis on the Charles, but in September a 100-store shopping mall will open across the street. And in the last two years, three luxury condominiums have been erected around the hotel. All of a sudden it made sense to create a fun neighborhood place rather than a hotel cocktail lounge to attract diners to outlets in the hotel."

When to use a focus group

Focus groups examine the motivation behind human behavior. They examine why people act, not what they do. Restaurant market research analysts know that repeat traffic depends on more than the quality of the food and service, including customer feelings and emotions associated with the dining experience. Christiaan de Brauw, executive vice president of Creative and Response Research in Chicago, says repeat patronage often centers on the phenomenon of "buying share of mind," a tactic that large chains have mastered to perfection. "If you drive by a building and if at that moment you have some evoked set of memories, you have bought a share of mind—feelings and associations about the place. This is what a lot of marketing is about. You have to create a situation where people get some self-reward from choosing your establishment."

Focus groups are best utilized when restaurant management has identified a specific issue or problem and developed a sound hypothesis. Tom Wirt, executive vice president of marketing at Bakers Square Restaurants, Matteson, Illinois, says, "You are not really getting answers but getting direction. You want to know what you are looking for."

A liability becomes an asset

Focus-group research conducted in 1986 helped Cafe Provencal, an 80-seat French restaurant with French service and country French decor in Evanston, Illinois, increase traffic and boost sales by filling seats in the restaurant's Terrace Room. The restaurant turned to focus-group research after earlier types of research failed to accomplish the goal.

A market research firm conducted two focus groups (one male and the other female) for Andy Reis at an advertising agency in Evanston. Each focus group consisted of about 12 participants who were given a gift certificate for dinner for two—an estimated value of about $80. A professional moderator led the discussions.

According to Reis, the results were so obvious that he didn't even ask for a written report. "We found out two key things," he notes. "Our dining room is in two parts: one is the Terrace Room, with glass tables and porch furniture; the other has wood paneling and a fireplace. We found that people were uncomfortable in the more casual room. We also found out that our customers wanted valet parking, even though there was already parking on the street and in a garage nearby."

To solve the problem, Reis remodeled the Terrace Room. He brought in long bench seats, new chairs and tables, covered walls with green fabric and the ceiling with green tile, and added lace curtains to cover the garden window. Valet parking was also instituted.

Reis believes the $3,500 spent on the focus groups was a worthwhile investment. "We now have people requesting that room again," he says.

He advises other independents suffering from slow traffic or sales problems to try this type of research. "I think it is really informative to sit behind a glass screen and hear other people talk about what you have to offer," he notes. "But you can't be defensive. You have to listen and listen carefully. What they say is gospel."

Pitfalls to watch for

Focus-group research can be tricky, however. Operators should be careful to limit the discussion to a few key points, to target participants to their customer base as closely as possible, to refrain from taking all answers literally and to hire a professional moderator to manage the dynamics of the group discussion. Professional moderators possess techniques for controlling group dynamics. This allows dominant respondents who might sway the group and taint the nature of responses to retreat into the background so the ideas of other, less-dominant respondents can surface.

Selecting the right participants may be the most critical aspect of focus-group research. Operators may find responses colored by the types of participants willing to take part in the research. For instance, Bakers Square Restaurants in Matteson, Illinois, often has difficulty attracting its most-frequent customers to participate in research. Executive vice president of marketing Tom Wirt explains, "When you are dealing with 10 people, your sample is small, limited and, to some degree, self-chosen. It represents people who are available. Our restaurant customers—with higher education and income—are hard to get. Although we do get a few here and there, typically we get more midscale participants in our focus group. They can be more price-sensitive. So you have to know who is in the group and adjust your answers a little bit. The worst danger is to take the answer literally."

Ronald E. Clarke, senior partner of Restaurant Research Associates in Tustin, California, urges operators to carefully evaluate price/value information obtained from focus groups. "Focus-group participants have a real interest bias; they are more money oriented. You may get an overread on coupons and other pricing issues. Value can be elusive." ❑

#109

Oxymorons I have known

An oxymoron is a phrase that combines contradictory or incongruous words. Some examples are "cold fire," "hot ice," "married bachelor" and "small giant." You get the point.

On occasion, however, an oxymoron can convey an insightful meaning that highlights the intensity of the message that is being conveyed. If I describe someone as a "forward-looking historian," you have a pretty good sense of the meaning I intend to convey.

Here are some oxymorons I have assembled over the years. I thought you might find them intriguing or amusing.

1. "He is an efficient bureaucrat."
2. "We need to strategize tactics."
3. "His ideas are refreshingly stale."
4. "He works hard at being lazy."
5. "It's approximately accurate."
6. "He was given a downward promotion."
7. "This is the preliminary final report."
8. "He's a dejected optimist."
9. "He's humbly egotistical."
10. "He'll always give you a definite maybe."
11. "They were chillingly receptive."
12. "He's a silent communicator."
13. "He was articulately disorganized."
14. "She's a divisive peacemaker."
15. "He's a well-trained neophyte."
16. "He's always pleasantly morose."
17. "He is willing to compromise to the extreme."
18. "They were obviously subtle."
19. "We are requesting precise estimates."
20. "We have to build in some tightly structured flexibility."
21. "He's a popular recluse."
22. "He's a consensus-seeking authoritarian."
23. "He's a dumb know-it-all."
24. "His forecast was pessimistically upbeat."
25. "He is best known for his brash deliberations."
26. "She exhibits unbridled predictability."
27. "He is a master of muted hyperbole."
28. "At least they are friendly enemies."
29. "He's a passive activist."
30. "He's a wealthy bum."
31. "It was well-planned chaos."
32. "He showed restrained enthusiasm."
33. "She's personably impersonal."
34. "It was genuinely fake."
35. "They are always agreeably uncooperative."
36. "We need to shorten our long-term projections."
37. "He spoke with unfocused clarity."
38. "He remained noticeably anonymous."
39. "It was a fortunate accident."
40. "He is unerringly wrong."
41. "It is an open secret."
42. "He has a reputation of being wafflingly decisive."
43. "They are sightless visionaries."
44. "That program is inordinately complex in its simplicity."
45. "It's a well-researched theory."
46. "They are best known for their steely sensitivity."
47. "There is an unstable calm in that organization."
48. "He's treacherously loyal to his superiors."
49. "They are widely acclaimed nonentities."
50. "You've heard of a manager's manager? Well, he's a manager's nonmanager."

Fisher's Law #109: You will never be able to prove that the basic decile system we use (numbers based on the order of ten) is itself in numerical order.

Fish & seafood update

Orders for fish and shellfish entrees captured one out of every 20 restaurant orders in 1989, unchanged from 1988. Orders for fish and seafood, however, have increased at midscale restaurants, where the majority of fish/seafood entree orders occur, and they have decreased at quickservice establishments.

Share of total fish/seafood orders

Midscale restaurants capture most orders for fish and shrimp, while upscale establishments are responsible for the majority of other shellfish orders.

	Orders			
Segment	Total fish/ seafood	Total fish	Total shrimp	Total other shellfish
Quickservice	29%	37%	18%	14%
Midscale	41	40	45	35
Upscale	30	23	37	51
	100%	100%	100%	100%

Source: NPD/CREST Annual Household Report, 1989

According to the USDA Economic Research Service, per capita consumption of fish and seafood remained unchanged between 1986 and 1989—wavering around 15 pounds per person.

According to CREST,* the share of fish/seafood orders (the percent of occasions on which an item is ordered) was at 5 percent of total restaurant orders in the first quarter of 1990—the same proportion as in 1988 and 1989. CREST data indicate that fried fish captured the majority of fish and seafood orders at restaurants, followed by broiled/baked/grilled or raw fish and fried shrimp.

Most orders at midscale restaurants

Midscale restaurants captured the most fish/seafood orders—41 percent of orders in 1989, compared to 30 percent at upscale establishments and 29 percent at quickservice units.

The percentage of fish/seafood orders at midscale restaurants registered gains between 1984 and 1989, up from 8.5 percent in 1984 to 9.3 in 1989. In addition, the number of orders for fish and seafood advanced 4 percent in 1989, compared to an increase of less than 1 percent for all orders in midscale restaurants. However, in the first quarter of 1990, fish/seafood orders were down 4 percent, compared to 1989's first quarter.

In 1989, fish represented 56 percent of midscale fish/seafood orders, shrimp 29 percent and other shellfish 15 percent.

A look at upscale eater occasions**

In 1989 fish and seafood were consumed on 20 percent of upscale eater occasions and 28 percent of occasions in higher-check upscale restaurants. Fish and seafood orders in upscale restaurants have remained relatively stable over the past five years—approximately one out of every five orders.

Not surprisingly, a higher percentage of orders for shellfish other than shrimp occurred at upscale restaurants, compared to midscale and quickservice establishments—31 percent of upscale fish/seafood eater occasions were for other shellfish. At upscale restaurants, broiled/baked/grilled or raw fish was twice as popular as fried fish.

Smallest percentage of orders at quickservice

Although fish/seafood has enjoyed growing popularity at midscale restaurants, quickservice restaurants have seen a decline in the number of seafood orders—down by nearly 4 percent between 1988 and 1989. Of all quickservice restaurant eater occasions in 1989, only 2.2 percent were for fish or seafood.

In 1989, nearly seven out of 10 quickservice fish/seafood orders were for fried fish, and the majority of the remainder was for fried shrimp or other shellfish.

Sandwiches popular

In addition to fish and seafood entrees, fish/seafood sandwiches represented about 2 percent of all restaurant orders in 1989, one-third of which were for fried items. Eight percent of orders at fast food fish/seafood restaurants involved a fish/seafood sandwich, 6 percent at midscale fish/seafood establishments and 3 percent at both fast food sandwich and hamburger restaurants.

Traffic declines

Between 1982 and 1987, customer counts at seafood restaurants underwent a slow, steady growth. However, with the exception of moderate-check upscale seafood places, traffic has been declining since 1987.

Moderate-check upscale seafood restaurants fared well between 1987 and 1989, with traffic advancing 8 percent. However, traffic at midscale seafood houses was down by more than 10 percent, and quickservice seafood restaurant traffic dropped 6 percent.

Takeout was more prevalent among quickservice and midscale seafood restaurants between 1987 and 1989. Takeout orders rose from 38 to 43 percent of all orders at quickservice restaurants and from 14 percent to 16 percent at midscale seafood places. The share of takeout orders at upscale seafood restaurants was virtually unchanged—less than 5 percent.

Fish/seafood popular with mature patrons

According to a 1988 National Restaurant Association/CREST study, fish and seafood are popular with mature patrons, especially nonfried varieties. Patrons 55 years old and older accounted for 36 percent of all fish and seafood orders.

Mature patrons were especially fond of nonfried fish and seafood. Forty-two percent of orders for nonfried fish/seafood were by patrons older than 55, and 49 percent for customers 25 to 54 years of age.

Most orders during dinners and on Friday

According to the association/CREST study, the majority of fish/seafood is consumed at dinner. In 1988, 74 percent of shrimp orders were at dinner, as were 73 percent of orders for shellfish other than shrimp and 66 percent of fish orders.

*CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.

**An eater occasion is one meal eaten by one person.

Percentage of orders by day of week

Friday captures more fish/seafood orders than any other day

Day of week	Fish/seafood orders	Total orders
Monday	8%	11%
Tuesday	9	12
Wednesday	10	13
Thursday	11	13
Friday	28	18
Saturday	20	19
Sunday	14	14
	100%	100%

Source: 1988 National Restaurant Association/CREST special study

Fried fish and seafood were more popular at lunch than nonfried varieties.

Almost three out of 10 fish and seafood-eating occasions occurred on Friday, compared to a lower 18 percent for total restaurant orders. Saturday and Sunday ranked second and third, respectively.

Most Americans likely to try fish/seafood

According to a 1989 National Restaurant Association study, *Attitudes Toward Nutrition in Restaurants: Assessing the Market*, 78 percent of adult Americans indicated they were likely to order broiled or baked fish or seafood in a restaurant, compared to the 81 percent likely to order lean meats, the 75 percent steak or roast beef and the 74 percent poultry without skin.

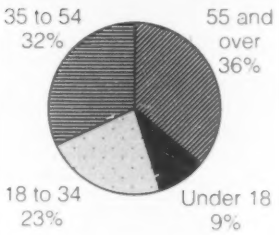
Fifty-seven percent said they were likely to order fried fish or seafood, compared to the 53 percent who would order fried chicken. Fifteen percent of respondents said they would order raw fish or raw shellfish in a restaurant.

Broiled or baked fish/seafood was equally popular with men and women. Eighty percent of males and 77 percent of females said they were likely to try it.

According to the association study, 69 percent of respondents preferred broiled foods to fried foods. In addition, CREST data indicate that although the number of orders for fried fish declined by 4 percent between 1988 and 1989, the number of orders for nonfried fish increased by more than 1 percent. Similarly, the number of orders for fried shellfish declined over the same time period while orders for nonfried shellfish advanced.

Fish/seafood consumption

Seafood in restaurants is popular with adults



Percent of eater occasions

Source: 1988 National Restaurant Association NPD/CREST survey

Fish/seafood outlook

The National Fisheries Institute has adopted a goal to raise per capita consumption of fish/seafood from 15 pounds in 1988 to 20 pounds by 2000—an increase that requires a 40 percent gain in supplies and product movement over the next 10 years. Moreover, the institute says it will make an effort to heighten consumer confidence and awareness about fish and seafood through an extensive advertising and promotional campaign.

How will increased consumer demand for fish and seafood be met? Greater reliance on aquaculture will improve the overall distribution of seafood.

Also there is a continuing trend to expand the number of fish species that are familiar to Americans.

—Elizabeth Gordon

Why consumers enjoy eating fish and seafood in restaurants

According to a 1988 focus-group study conducted by the U.S. Department of Commerce and the National Fish and Seafood Promotional Council, people order fish and seafood in a restaurant because

- ☐ they trust the restaurant selects the freshest fish and seafood available
- ☐ they prefer fish and seafood over poultry or meat
- ☐ they do not want to feel bloated after a meal
- ☐ they want a change of pace from the foods they usually prepare at home
- ☐ it's cheaper to order one serving of fish or seafood rather than a quantity for the entire family
- ☐ the restaurant has skill in preparation that is difficult to duplicate at home
- ☐ they don't like the "fishy" smell in their homes.

The study also reports that consumers generally stick with types of fish that are familiar to them; only occasionally do they venture into ordering a variety never tasted. A recommendation by the waiter or maitre d' may lead to greater risk-taking of an untried variety as well as restaurants offering half-portions of unfamiliar types of fish as appetizers. The "catch of the day" is also a good marketing tool and suggests a price special to most consumers.

Safety tips for handling fish/seafood

Although the Centers for Disease Control cite fish and seafood as the cause of a small number (5 percent) of foodborne illness outbreaks, knowing how to handle fish and seafood can help avoid spoilage problems. Here are a few general guidelines to follow:

- ☐ Fish and seafood can have a slight seaweed scent, but should never smell "fishy."
- ☐ Live shellfish should be either tightly closed or should close when tapped firmly. Shells that do not close when tapped should be discarded.
- ☐ Fresh fish should have full, bulging eyes, red or pinkish-red gills with a fresh smell, and moist, shiny and unbruised skin.
- ☐ Fresh fish should be kept refrigerated at all times. Frozen fish should be thawed in the refrigerator.
- ☐ Before and after handling raw seafood, hands should be washed with hot soapy water.
- ☐ Seafood should be marinated in the refrigerator, never on the counter.
- ☐ Seafood should be purchased from reputable sources. The shellfish tags or labels should be checked to show that the product came from certified waters. (Note: tags must be retained for 90 days.)

Source: The National Fish and Seafood Promotional Council

Census data indicate source of eating-place revenue

The recently released report, 1987 Census of Retail Trade Merchandise Line Sales, *provides a detailed breakdown of sales at retail establishments, restaurants including tableservice,* cafeterias and fast food** places. It shows that eating places continued to be number-one in sales of meals and snacks in 1987. In addition, the report confirms that eating places are responding to a growing preference for off-premises meals and that consumer cutbacks in alcoholic-beverage consumption have had a significant effect on restaurants selling these beverages.*

Despite concern about competition for the away-from-home food dollar from grocery stores, convenience stores and other purveyors, the *1987 Census of Retail Trade Merchandise Line Sales* report substantiates that eating places maintained their number-one position in sales of meals and snacks among retailers. More than 91 percent of retail sales of meals and snacks were attributed to eating places in 1987, virtually identical to the 1982 figure. Miscellaneous retail stores*** followed a distant second, accounting for nearly 4 percent of meal and snack sales in 1987, and food stores were third with 2 percent of meal and snack sales.

In terms of meal and snack sales at eating places, fast food restaurants outstripped tableservice restaurants for the first time in 1987, contributing $55.9 billion or 44.3 percent of the total volume. Tableservice restaurants were a close runner-up, selling $55.3 billion—or 43.9 percent—in meals and snacks in 1987. They were followed by other eating places ($11.1 billion or 8.8 percent) and cafeterias ($3.7 billion or 2.9 percent).

Among the remaining merchandise lines, alcoholic drinks were the second-largest contributor to sales, accounting for $11.1 billion in sales at eating places. Nonmerchandise receipts were the third-largest contributor, posting a total of $734.6 million in revenue.

Off-premises meals and snacks

Analysis of data from both the 1982 and 1987 *Merchandise Line Sales* reports indicate that between 1982 and 1987 both the sales and number of units offering meals and snacks for off-premises consumption grew at a faster pace than meals and snacks for on-premises consumption at tableservice restaurants, cafeterias and fast food places.

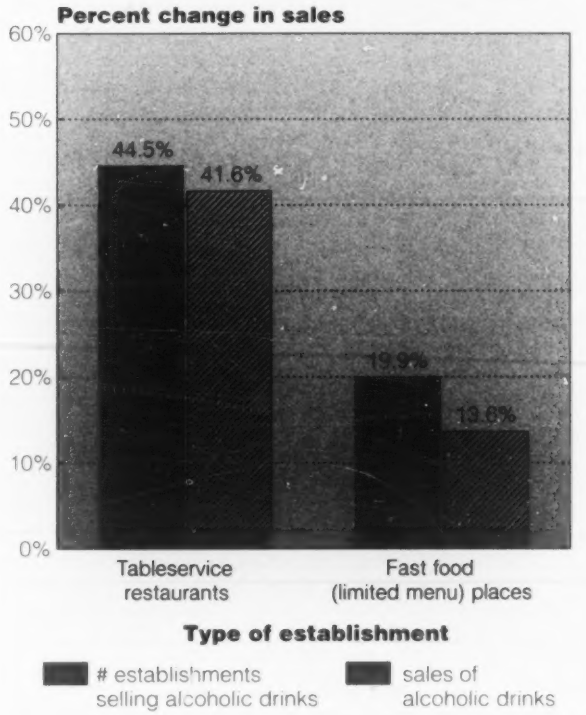
For example, the number of tableservice restaurants that offered meals and snacks for off-premises consumption jumped 77 percent from 1982 to 1987, growing from 33 percent to 45 percent of all tableservice restaurants. During the same period, the total number of tableservice restaurants that sold on-premises meals and snacks grew at a lower 26 percent.

At the same time, sales of off-premises meals and snacks at tableservice restaurants more than doubled from $1.6 billion to $3.4 billion. Sales of meals and snacks for on-premises consumption at restaurants and lunchrooms posted a lower 37 percent growth.

Fast food places also showed similar growth patterns. In fact, the number of fast food places selling meals and snacks for off-premises consumption actu-

Change in sales of alcoholic drinks at full-service and limited-menu restaurants, 1982-1987

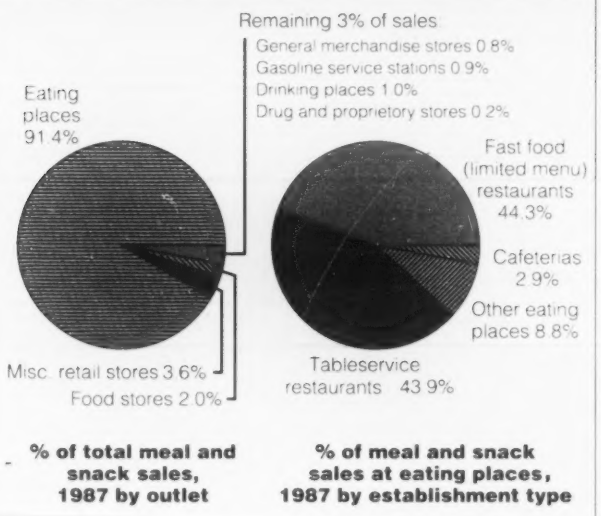
Sales of alcoholic drinks at restaurants and lunchrooms and fast food places did not grow as fast as the number of establishments selling them



Source: U.S. Department of Commerce, *Census of Retail Trade, Merchandise Line Sales*, 1982 and 1987

* *includes SIC 5812 pt. code "restaurants and lunchrooms"*
** *includes SIC 5812 pt. code "refreshment places"*
*** *includes liquor stores, miscellaneous shopping goods stores and nonstore retailers, such as merchandising machine operators and direct selling establishments*

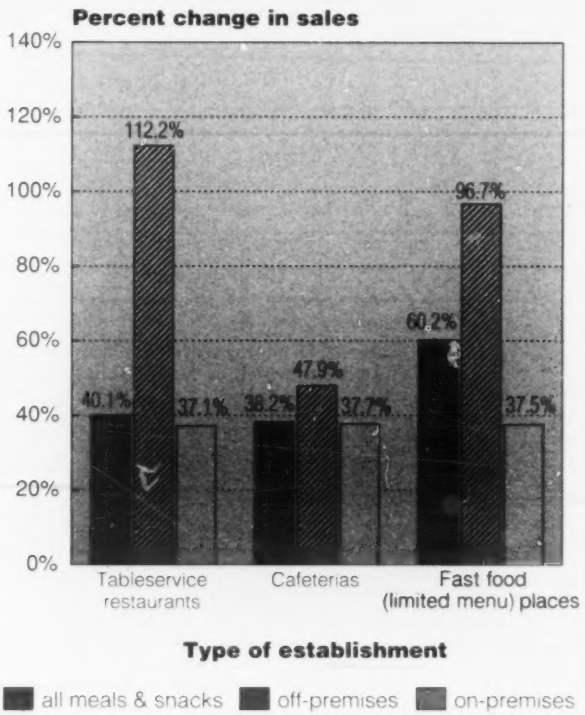
Where are meals and snacks sold?


Remaining 3% of sales
General merchandise stores 0.8%
Gasoline service stations 0.9%
Drinking places 1.0%
Drug and proprietory stores 0.2%
Eating places 91.4%
Misc. retail stores 3.6%
Food stores 2.0%
Fast food (limited menu) restaurants 44.3%
Cafeterias 2.9%
Other eating places 8.8%
Tableservice restaurants 43.9%
% of total meal and snack sales, 1987 by outlet
% of meal and snack sales at eating places, 1987 by establishment type

Source: U.S. Dept. of Commerce, *Census of Retail Trade, Merchandise Line Sales*, 1987

Percent change in sales of on and off-premises meals and snacks, 1982-1987

Sales of off-premises meals and snacks grew at a faster pace than those eaten on-premises



Source: U.S. Department of Commerce, *Census of Retail Trade, Merchandise Line Sales*, 1982 and 1987

ally exceeded the number of those selling meals and snacks for on-premises consumption—114,263 to 113,464. The number of fast food places selling meals and snacks for off-premises consumption grew 39 percent between 1982 and 1987.

Even more astounding is the growth in the number of fast food places that sell meals and snacks exclusively for off-premises consumption, such as delivery or takeout pizza restaurants and walk-up frozen custard or yogurt places—up 71 percent from 14,418 in 1982 to 24,640 in 1987. At the same time, the number of fast food places selling meals and snacks for on-premises consumption advanced a lower 20 percent.

Sales of off-premises meals and snacks at fast food places showed substantially more growth than sales of meals and snacks for on-premises consumption. Off-premises sales of meals and snacks nearly doubled from 1982 to 1987, while sales of meals and snacks for on-premises consumption grew a lower 38 percent. Sales at fast food places that deal solely with off-premises consumption of meals and snacks also doubled.

Cafeterias were the only component of eating places that showed a larger increase in the number of units selling food for on-premises consumption than for off-premises consumption (22 percent compared with 15 percent). Similar to both tableservice restaurants and fast food places, however, sales of meals and snacks for off-premises consumption advanced by a larger margin than sales of meals and snacks for on-premises consumption (48 percent compared with 38 percent).

A look at alcoholic drink sales

Among eating places, tableservice restaurants sold the largest share of alcoholic drinks. More than 88 percent—$9.8 billion—of eating-place alcoholic-drink sales, totaling $11.1 billion, came from tableservice restaurants in 1987. In comparison, fast food places accounted for $542.0 million, about 5 percent, and cafeterias reported sales of $38.8 million.

A larger proportion of tableservice restaurants reported sales from alcoholic drinks in 1987 (57 percent) than in 1982 (50 percent). The number and proportion of cafeterias selling alcoholic drinks also increased between 1982 and 1987—from 12 percent to 13 percent. The proportion of refreshment places selling alcoholic drinks declined over the five-year period—from 13 percent to just over 12 percent, although the actual number doing so increased marginally—from 14,204 to 17,030.

Although the number and proportion of units selling alcoholic drinks increased from 1982 to 1987, the proportion of sales they contributed to unit sales for the establishments in which they were sold actually declined. For tableservice res-

Breakout of merchandise line sales, 1982 and 1987

Item and establishment type	Number of establishments selling item		Sales from item ($000)		Percent item sales of total sales*	
	1982	1987	1982	1987	1982	1987
Meals and snacks						
☐ Eating places	258,584	332,611	$84,073,365	$126,081,501	90.2%	90.5%
☐ Restaurants & lunchrooms	122,851	154,721	39,491,990	55,343,207	83.8	83.4
off-premises	39,867	70,358	1,616,329	3,430,165	12.1	13.1
on-premises	122,674	154,031	37,875,661	51,913,042	80.5	78.5
☐ Cafeterias	6,029	7,297	2,682,319	3,707,899	97.9	98.1
off-premises	1,944	2,238	140,789	208,178	24.7	26.2
on-premises	5,771	7,044	2,541,530	3,499,721	95.0	94.7
☐ Refreshment (fast food) places	109,353	138,104	34,880,206	55,889,205	97.8	98.3
off-premises	82,438	114,263	13,386,295	26,329,183	48.9	54.8
on-premises	94,935	113,464	21,493,911	29,560,022	65.2	58.6
Alcoholic drinks						
☐ Eating places	76,693	108,272	$ 7,775,439	$ 11,124,153	21.9%	19.7%
☐ Restaurants & lunchrooms	60,821	87,862	6,951,048	9,840,984	23.2	20.7
☐ Cafeterias	743	951	29,367	38,766	10.5	8.8
☐ Refreshment (fast food) places	14,204	17,030	477,120	542,038	11.5	9.4
Service charge receipts						
☐ Restaurants & lunchrooms	n/a	1,061	n/a	$ 40,848	n/a	5.2%
☐ Cafeterias	n/a	80	n/a	2,146	n/a	5.0
Amusement-machine receipts						
☐ Restaurants & lunchrooms	n/a	6,443	n/a	$ 43,029	n/a	1.5%
☐ Refreshment (fast food) places	n/a	5,727	n/a	104,414	n/a	4.8

**expressed as percent of sales of those establishments with sales from the specified item*
n/a=not available, because data for service charge receipts and amusement machine receipts were not detailed in 1982

Source: U.S. Department of Commerce, *Census of Retail Trade Merchandise Line Sales*, 1982 and 1987

taurants selling alcoholic drinks in 1982, revenues from these beverages represented 23.2 percent of total unit sales. In 1987 that proportion declined to 20.7 percent. This decline in sales contribution also occurred at cafeterias (down from 10.5 percent of sales to 8.8 percent) and fast food places (down from 11.5 percent of sales to 9.4 percent).

Although the drop in contribution to total sales may not seem like much, when calculated to a dollar value, the drop in alcoholic-beverage sales at tableservice restaurants between 1982 and 1987 is remarkable. If their contribution to sales had remained at 1982 levels, sales of alcoholic drinks would have totaled more than $11.0 billion—a difference of nearly $1.2 billion from actual sales in 1987. On a per establishment level, this lower sales contribution may have made a difference in whether a net profit or net loss occurred in a specific operation.

In 1982 the average sales per unit of alcoholic beverages totaled $114,287 for tableservice restaurants. In 1987 the average sales of alcoholic beverages declined to $112,005 per unit—a drop of 2 percent. If sales of alcoholic beverages had contributed the same 23.2 percent to total sales in 1987 as they had in 1982, sales would have increased $13,528 per unit. Therefore, sales per unit of alcoholic drinks would have totaled $125,532 for tableservice establishments, a 9.8 percent gain from 1982 sales per unit as opposed to the 2 percent decline that actually occurred.

Nonmerchandise receipts

Service charges. Although many restaurateurs have concerns about the merits of using a service charge for all tableservice business, some operators use them for banquets and/or large parties.

Data indicate that 1,061 restaurants and lunchrooms reported receipts from service charges in 1987. Although this represents less than 1 percent of the units, these receipts accounted for $40.8 million in 1987 or 5.2 percent of sales at the establishments where they were used. Slightly more than 1 percent of cafeterias indicated having receipts from service charges in 1987 where they contributed 5 percent of sales.

Amusement-machine receipts. "All work and no play" may not only make a person proverbially dull, but may be a missed sales opportunity for operators of tableservice restaurants and fast food places. Four percent of tableservice restaurants and an equal proportion of fast food places reported amusement-machine receipts in 1987. These receipts accounted for 4.8 percent and 1.5 percent, respectively, of sales at fast food and tableservice restaurants that had them.

—Nancy Michalski

New profile of dairy-products consumption

Per capita consumption of dairy products (excluding butter) reached nearly 286 pounds in 1988, up 1.2 percent since 1981. The wide variety of dairy products available makes them popular with many consumers.

If consumption figures are any indication, dairy products—fluid milk, cheese, ice cream, ice milk, cottage cheese, and frozen and refrigerated yogurt—are popular with many consumers. In fact, according to the United States Department of Agriculture (USDA), consumers ate nearly 286 pounds of dairy products per capita in 1988—more than double the 122 pounds of red meat (beef, veal, lamb, mutton and pork) consumed per capita that same year.

The changing face of dairy products

There was a time when consumption of dairy products was limited to milk and perhaps a few other products, such as cheese and ice cream. And fluid milk remains by far the largest component of total dairy products consumed—78 percent (down from 82 percent in 1981). But as demand and technology have advanced, new products have become more available—products such as ice milk and frozen yogurt—and with their availability has come consumer acceptance.

Much of the 4-percent decline in fluid-milk consumption came from a sharp drop in whole-milk consumption. Between 1981 and 1988, per capita consumption of whole fluid milk plummeted 24 percent—from nearly 140 pounds per person to just more than 106 pounds per person. At the same time, however, consumption of both low-fat and skim milks showed increases. Low-fat-milk consumption grew 24 percent—from 82 pounds to nearly 102 pounds per person, and skim-milk consumption skyrocketed 43 percent—from more than 11 pounds to more than 16 pounds per person.

Other dairy products also showed growth in consumption during that period. Cheese consumption increased nearly 30 percent—from 18.2 pounds per person in 1981 to 23.6 pounds per person in 1988. Yogurt consumption was up 84 percent—from 2.5 pounds per person to 4.6 pounds per person, and ice-milk consumption grew 13 percent—from 7 pounds to 7.9 pounds per person. As was indicated by declining whole-fluid-milk consumption, concerns about fat may have had a dampening effect on per capita ice cream and butter consump-

Ordering of dairy foods

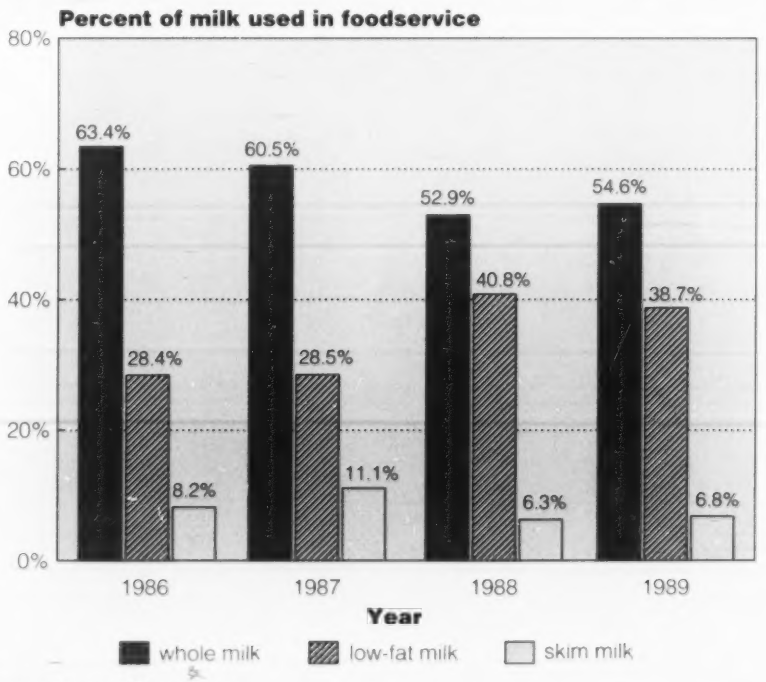
Premium ice cream was the top dairy item on the list among adults surveyed

Dairy product	Percent of adults ordering
Premium ice cream	53%
Low-fat frozen yogurt	50
Cereal served with skim or low-fat milk	41
Low-fat cottage cheese	38
Bagels or breads with low-fat cream cheese	37

Source: National Restaurant Association, *Attitudes toward Nutrition in Restaurants*

Milk use in the foodservice industry by type, as percent of total volume used

Foodservice has shown an increased use of low-fat milk

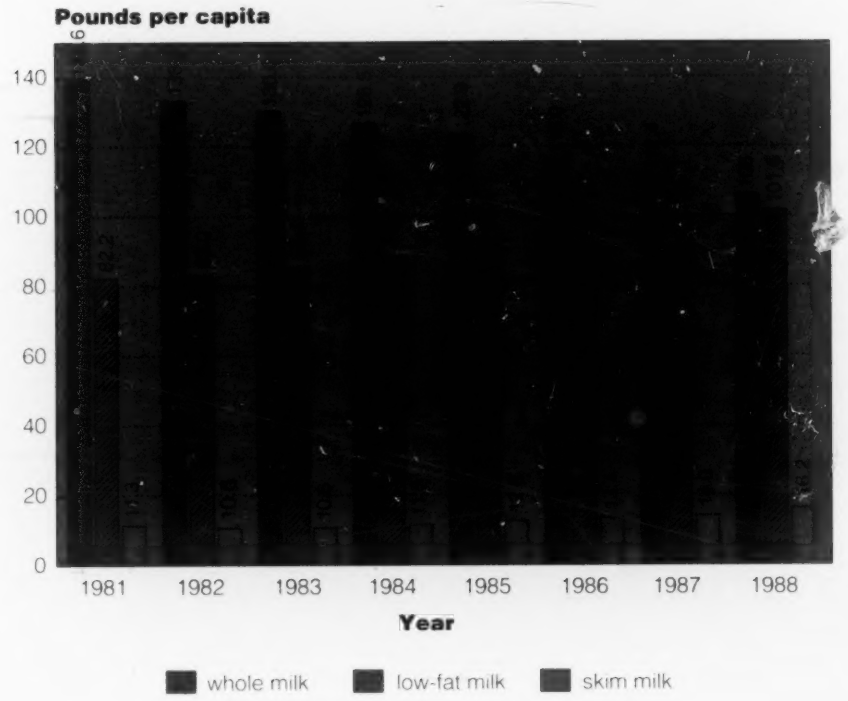


Source: National Dairy Board

tion, both of which remained relatively flat between 1981 and 1988.

It is interesting to note that Foodservice operators have responded to consumer concerns about fat in dairy products by using a smaller proportion of whole milk and a larger proportion of low-fat milk. According to the National Dairy Board, foodservice use of whole milk has declined from 63 percent of total milk used in 1986 to 55 percent in 1989. Over the same period, use of low-fat milk in foodservice grew from 28 percent of total milk used to 39 percent.

Per capita consumption of whole milk has declined, while per capita consumption of low-fat and skim milk has increased



Source: U.S. Department of Agriculture

Dairy-products consumption at restaurants

A new association study, *Attitudes toward Nutrition in Restaurants: Assessing the Market*, shows that there is substantial consumer interest in a number of dairy products. On a list of 27 food items (including 5 dairy products), the dairy product that adult consumers ordered most often was premium ice cream, which 53 percent of the respondents ordered at a restaurant in 1989. Low-fat frozen yogurt was the second-most-frequently-ordered dairy product—50 percent of the panel had ordered it at a restaurant during 1989.

Cereal served with skim or low-fat milk (41 percent of orders), low-fat cottage cheese (38 percent) and bagels or breads with low-fat cream cheese (37 percent) were ordered somewhat less frequently, yet still by a substantial proportion of adult restaurant patrons.

Who eats dairy products at restaurants?

Although dairy products are often grouped together, there are different groups of consumers for each product. A 1988 CREST special study helps pinpoint who eats or drinks various dairy products as well as when and where they are most often consumed at restaurants.

□ **Milk.** Not surprisingly, children under 6 accounted for the largest share of milk orders—nearly 22 percent—at restaurants in 1988. However, the two next largest groups of consumers were adults between 25 and 34 (20 percent of orders) and adults between 35 and 49 (15 percent). Nearly half (49 percent) of all milk orders came from restaurant parties of adults only, with a slightly lower proportion of orders from parties of adults with children under 12 years of age (41 percent).

Milk was ordered in nearly equal proportions at lunch (33 percent) and dinner (34 percent) and somewhat less often at breakfast (25 percent). Weekends were the days with the largest proportion of milk orders, probably because restaurant visits for children increase on those days. Milk was more frequently ordered by women

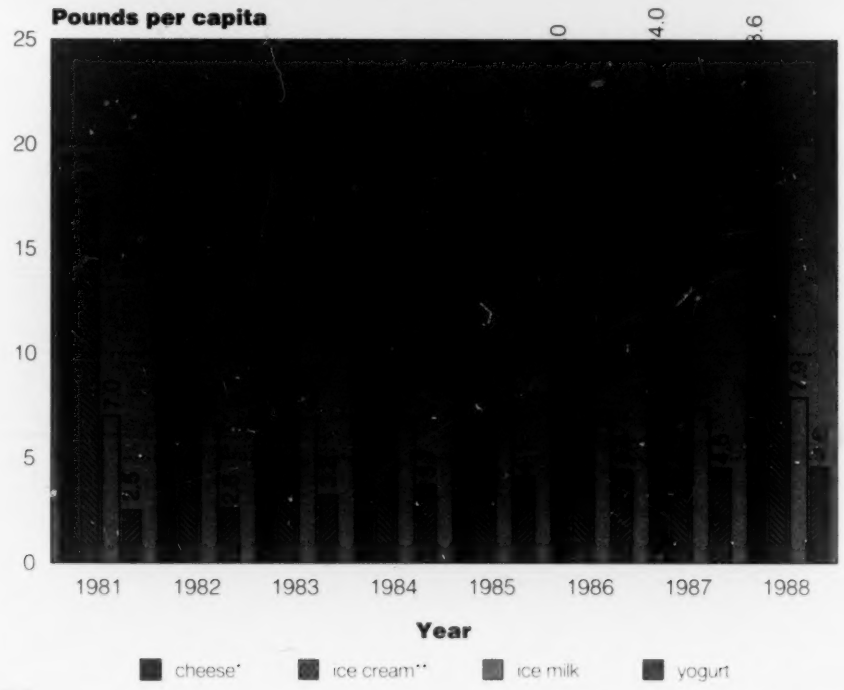
How to order the report

The association's study, *Attitudes toward Nutrition in Restaurants: Assessing the Market*, (CS 971), provides a more detailed look at consumer attitudes toward and interest in nutrition at restaurants. It details how consumer concerns affect their restaurant choices. The report is available to association members for $45 and to nonmembers for $90. This fee includes shipping and handling charges (overseas orders require a 20 percent surcharge). All orders must be prepaid.

To order by check or money order, write to the National Restaurant Association Publications Department, 1200 Seventeenth St., N.W., Washington DC 20036. For credit-card orders, call the association's Information Service and Library between 9 a.m. and 5 p.m. (Eastern Daylight Time) at 1-800-424-5156 or (202) 331-5960 in Washington DC.

Per capita consumption of other dairy

Per capita consumption of yogurt and ice milk is on the rise



Source: U.S. Department of Agriculture **excludes cottage cheese **product weight*

Foodservice operators have responded to consumer concerns about fat in dairy products by using a smaller proportion of whole milk and a larger proportion of low-fat milk.

than by men—54 percent versus 46 percent.

□ **Ice cream.** Ice cream, including both hard and soft varieties, was ordered most often as an evening snack (33 percent). Soft ice cream was ordered as often with supper as it was as an evening snack (29 percent), although hard ice cream was predominantly a snack food item (39 percent of orders considered an evening snack).

Another interesting ice-cream fact: Ice cream was ordered more often by adult-only restaurant parties (51 percent) than by adults dining with children under 12 years of age (32 percent). This occurred more often with hard ice cream (54 percent of adult-only parties and 31 percent of orders from adults with kids under 12) than with soft ice cream (49 percent of adult-only parties and 34 percent of orders from adults with kids under 12). In addition, women were more likely than men to order ice cream. Adults between 35 and 49 years of age were the ones who accounted for the largest share of ice-cream orders, followed by adults 25 to 34 years old. Despite its portability, ice cream was eaten on premises slightly more often than off premises (53 percent versus 47 percent).

□ **Frozen yogurt.** Unlike ice cream, frozen yogurt is typically an adult food. Nearly two-thirds (63 percent) of frozen-yogurt orders came from adults dining without children. A smaller 26 percent of frozen-yogurt orders came from adults dining with children under 12 years of age. Frozen yogurt, like ice cream, is typically considered a snack food, and it is consumed nearly as often as an afternoon (34 percent of orders) or evening snack (37 percent). Less than half (43 percent) of the frozen-yogurt orders were eaten on premises, with 20 percent being consumed in the car and 19 percent being consumed off premises in a setting other than a car or at home.

Frozen yogurt was typically ordered by women rather than men (64 percent versus 36 percent). The largest share of orders came from adults between 35 and 49 years of age (24 percent), followed by adults between 25 and 34 years of age (22 percent).

□ **Shakes/floats/malts.** Shakes/floats/malts were most popular at lunch (40 percent of orders). In contrast to ice cream and frozen yogurt, they were more often ordered by men (54 percent) than by women (46 percent). Shakes/floats/malts were more typically ordered by adults eating without children (54 percent) than by those eating with children under 12 years of age (30 percent). Shakes/floats/malts, because of their ease of portability, were consumed in relatively high proportion in the car (20 percent) and at home (21 percent).

The largest group of consumers of shakes/floats/malts included adults between 25 and 34 (23 percent of orders) and those between 35 and 49 years of age (19 percent of orders).

□ **Cheese.** Unlike other dairy products, cheese (not including that consumed as a condiment or an ingredient) was largely consumed on premises (81 percent of orders). Cheese was most typically ordered by adults dining without children (77 percent) and was consumed most frequently at supper (48 percent). As was largely true of other dairy products, cheese was more often ordered by women than by men (57 percent versus 43 percent) and by those between 25 and 34 (23 percent) and 50 and 64 years of age (21 percent).

—Nancy Michalski

Foodservice Market Measure—reintroduced

The National Restaurant Association reintroduces "Foodservice Market Measure" with this issue. The new improved version of the measure, conducted for the association by the Gallup Organization, does a better job of capturing multiple foodservice occasions by adults on a single day. Although the Market Measure published here is not comparable with similar information published in ***Restaurants USA*** *between September 1988 and February 1990, the improvements made, commencing with the January 1990 survey, will more accurately capture visit frequency. Now respondents must answer each individual portion of every inquiry before the interviewer moves on to the next question. Furthermore, the Market Measure is now fielded over a more lengthy period of each month, which should help to more accurately reflect behavior for the entire month.*

According to the Market Measure, more than half of all adults were foodservice patrons on a typical day during the first five months of 1990. Although individual monthly differences are evident in the first five months of 1990 when compared to the same period in 1989, little change occurred overall.

Therefore the incidence of eating out among adults has changed little compared to a year ago, but it is possible that visit frequency may have increased. After dipping to 47 percent in April 1990—from 50 percent in January, 50 percent in February and 53 percent in March—the proportion of adults who were foodservice patrons rebounded to 53 percent in May.

Despite the fact that the incidence of on-premises patronage was down from the beginning of the year, takeout patronage was up significantly. Twenty-five percent of adults reported purchasing takeout in May 1990, which helped to boost overall industry patronage.

Gains for takeout were due primarily to increased dinner patronage. In May more than 46 percent of dinner occasions reported by adults were for takeout or home delivery. This compares to a more modest 33 percent of reported lunch occasions that occurred off premises.

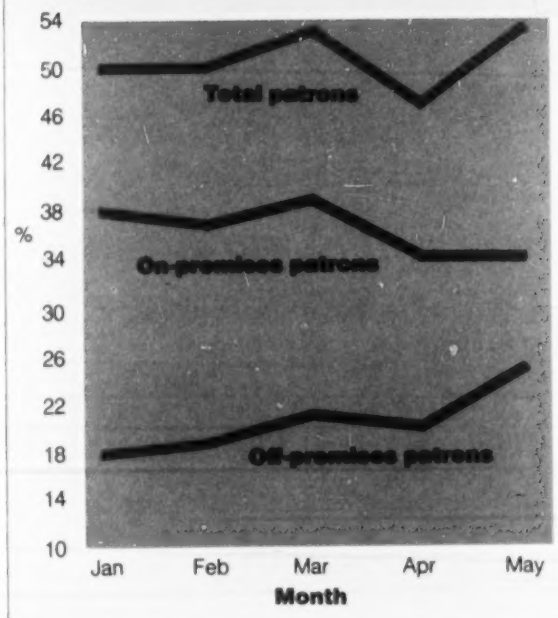
—Susan Mills

Percent of adults who were foodservice patrons on a typical day in May 1990

Meal Period	Percent
Breakfast	7%
Lunch	27
Dinner	28
Snack	7

Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons in 1990



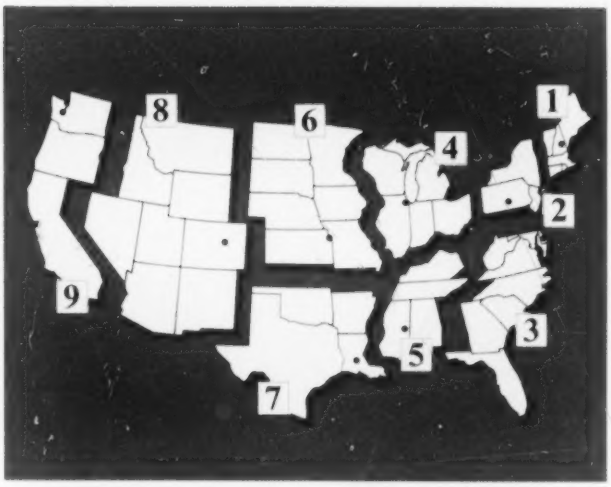
Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?
   - ☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack,
   - ☐ Purchased takeout food "to go" or had it delivered.
2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?
3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.



Location: Keene, NH
Association member: Angelo Deliyannakis
Operation: Henry David's
Profile: Fullservice restaurant
In business: 9 years
Seats: 175
Meals served: Lunch, dinner

Henry David's occupies a building that was once a tavern operated by the grandparents of nature lover and author Henry David Thoreau. Located on Main Street, the restaurant brings nature inside with more than 500 plants, exposed beams, skylights and many windows. The plants are tended by a horticulturist on staff.

Always on the menu are the Gargantuan Garden Gathering—a huge bowl of mixed salad—and a wide array of desserts including tollhouse chocolate pie, peanut-butter-crunch pie and an ever-popular chocolate mousse. Weekend specials include crab bisque and lobster.

New Hampshire's restaurants have been affected by a slowing of the state's once-booming economy. "But we're doing better than most in town," says bookkeeper **Gerri Lacoste.** "Business at most restaurants is down about 30 percent; ours is down only 10 percent." One advantage of the downturn is that help is now easier to find.

Location: Mechanicsburg, PA
Association member: Roy Porter
Operation: Lamp Post Restaurant in Messiah Village
Profile: Fullservice restaurant in retirement community
In business: 3 years
Seats: 100
Meals served: Lunch, dinner

Although the Lamp Post is part of a 75-acre retirement community run by the Brethren of Christ, the public is welcome to enjoy the homestyle dishes that are distinctly Pennsylvania Dutch. And more are coming since Servicemaster took over operation of the restaurant four months ago. Now the daily average is 125 customers—up from 30. The boost comes from Foodservice Director **Roy Porter's** focus on improving service, efficiency and food quality. When Porter is satisfied that the restaurant is all it can be, he says he will probably advertise to draw more people from the surrounding areas and Harrisburg, the state capital, just five minutes away.

Location: Lewes, DE
Association members: Van Baker, Chris Nee
Operation: Gilligan's Bar & Grill
Profile: Bar and restaurant on water
In business: 3 years
Seats: 102
Meals served: Lunch, dinner

Open from Easter to Columbus Day, this resort-area restaurant attracts tourists and locals with its three decks and large indoor dining room that overlooks a canal. The restaurant is built around an old fishing boat that the owners bought for a dollar, dredged up from the bottom of the canal and transported to its present site.

The dining room, originally inside the boat, proved to be too small, so a new one was built and added on. Now only the kitchen is inside the boat.

In an area known for crab cakes, Gilligan's boasts its crab cakes are the best. Other popular items are its crab and artichoke-heart appetizer, small loaves of bread baked with brie, and the restaurant's seafood bisque. An orange and mango daiquiri is a favorite drink.

"The season so far has been terrific; it gets better every year," says owner **Van Baker.** A two-year-old, 19-room bed-and-breakfast inn next door has added to business.

Location: Skokie, IL
Association member: Sheldon Kane
Operation: Slice of Life
Profile: Italian, vegetarian, kosher restaurant
In business: 2 1/2 years
Seats: 60
Meals served: Lunch, dinner; breakfast, only on Sundays

Before **Sheldon Kane** opened Slice of Life, he did demographic research, attended National Restaurant Association seminars and studied other restaurants in the area. As a result, his business in the Chicago suburb of Skokie grows daily; he's been written up in Chicago and local papers, and he was named 1990 Skokie Merchant of the Year.

Kane describes his menu as eclectic, but the emphasis is on Italian vegetarian dishes, such as the popular fettucini with Parmesan cheese. The restaurant serves no meat or poultry but does serve fresh fish—10 kinds daily. Monday night is Mexican night. All food is inspected by a rabbi twice a day to ensure that it conforms to kosher standards.

The entire Slice of Life menu is available for carryout and delivery. There is also a catering business that owes its success to word-of-mouth advertising.

Location: Toomsuba, MS
Association members: Billy Barrett, Philip Morgan, Carol Thomas
Operation: Travla Restaurant
Profile: Family restaurant with gift shop, gas station

In business: 18 years
Seats: 45
Meals served: Breakfast, lunch

The gas station, gift shop and restaurant owned by **Billy Barrett** and partners, just off an interstate eight miles from the Alabama line, is family-oriented. The restaurant serves light meals from 7 a.m. to 7 p.m., including its well-known homemade biscuits and country ham.

The gift shop sells spoons, mugs, glasses and other souvenirs. In the summer, the tourist season, the shop outsells the restaurant. In the winter, the restaurant does the bigger business.

Since August 1988, when the owners changed their gas-station affiliation from one oil company to another, business has increased monthly, except for last March when construction interrupted travel on the highway.

6 WEST NORTH CENTRAL

Location: Overland Park, KS
Association members: Charles and Rich Davis II, Rich Davis Sr.
Operation: K.C. Masterpiece Barbecue & Grill
Profile: Fullservice restaurant with takeout and catering
In business: 3 1/2 years
Seats: 165
Meals served: Lunch, dinner

K.C. Masterpiece is a midscale, fullservice restaurant, with decorator decor and a full menu. Owner **Rich Davis Sr.,** who is also a physician, began a career in the barbecue world by bottling and marketing a sauce. Barbecue continues to be a trademark of the company. Barbecued over hickory wood are ribs—both pork and beef—brisket, sausage, turkey and ham as well as minced smoked pork. From the grill come steaks, fresh fish, shrimp and vegetables. The most popular side dish is dirty rice, made with pork sausage instead of the usual chicken gizzards and livers. Baked beans, potato salad, cole slaw and wet fries—french fries served with a spicy cheese sauce—are other accompaniments.

In addition to the restaurant in Overland Park, a booming residential and business suburb of Kansas City, Missouri, the Davis family owns a unit in St. Louis and will open a second one in St. Louis in early 1991. Business at both restaurants brings in more than $3 million annually.

7 WEST SOUTH CENTRAL

Location: Baton Rouge, LA
Association members: Gus Virginis, DesPo Womack
Operation: La Fonda
Profile: Mexican fullservice restaurant
In business: 29 years
Seats: 250
Meals served: Lunch, dinner

Although the economy of Baton Rouge is still recovering from an oil glut, La Fonda, a Tex/Mex restaurant, has just had its best year in four years. Manager **Gus Virginis** says the hard times forced the restaurant to try to give better service. "We go out of our way to make customers happy," he says. "We tell our waitresses they must put on a happy face no matter how they feel; the customer comes first." Having a good time is a theme of the decor as well, with its colorful pinatas, sombreros and sarapes.

Next year the restaurant will celebrate its 30th anniversary. To mark the occasion there will be special promotions—perhaps a raffle with a trip to Mexico as the grand prize.

8 MOUNTAIN

Location: Aspen, CO
Association member: Ted Koutsoubos
Operation: The Paragon
Profile: Restaurant and disco
In business: 26 years
Seats: 300
Meals served: Breakfast, lunch in summer, dinner in winter

The Paragon is one of few Aspen businesses begun in the early 1970s that has survived under continuous ownership. Owner **Ted Koutsoubos** attributes this longevity to his philosophy of accommodation. The restaurant has gone from fine dining to Thai food to beer bottles on the table. Currently it doubles as a disco, featuring a variety of music. "You can't be too exclusive or you shoot yourself in the foot," says the owner's brother, Louis Koutsoubos. The Paragon's customers may be Nobel Prize winners, successful developers or bricklayers.

The restaurant, located in an old Victorian building that was built in the mining days, has a prime location; it is equidistant from everything going on in the town—skiing in the winter and conferences and festivals in the summer. In the summer The Paragon serves breakfast and lunch on the patio, offering Belgian waffles, omelets and a fruit bar for breakfast, and vegetable and pasta salads for its many health-conscious customers at lunch.

9 PACIFIC

Location: Salem, OR
Association member: Joy Jones
Operation: The Tudor Rose Tea Room
Profile: Midscale English-style tea room
In business: 7 years
Seats: 80
Meals served: Continental breakfast, lunch, tea

Joy Jones, English-born owner of The Tudor Rose, has designed her restaurant to give patrons a taste of England. She's turned the building, once a Sambo's, into a Tudor-style edifice with lattice windows and windowboxes and has filled the grounds with $3,000 worth of plants.

The menu carries through on the British theme with salmon and cucumber sandwiches, Cornish pasties (small meat pies), steak and kidney pie, sausage rolls and banger (an English sausage) in a bun. An English pastry chef turns out desserts like sherry trifle and English-toffee cheesecake. Teatime customers can choose a baked apple with custard, jam tarts or scones with cream.

The residents of Salem, the state capital, have taken so well to having a piece of England in their city that business has increased 30 to 40 percent yearly.

To get to the restaurant, customers must first go through the gift shop, which sells English groceries, candies, china, books and cards. The same products are also available through mail order.

—Julie Fintel

Grocery stores come to the door

Home delivery is an idea that's catching on with more than just restaurants. Supermarkets are getting in on the trend, too.

Shoppers Express, headquartered in Bethesda, Maryland, arranges with supermarkets to provide at-home shopping service. Customers peruse the catalog of goods available and then call in their orders—making sure to be as specific as possible in choosing brands and sizes. The order-takers are trained to ask questions regarding preference and will also offer up-to-the-minute information on fresh produce available or store specials.

Shoppers Express started operation in 1987 in the Washington DC area and has quickly expanded into 13 states, with plans to expand even further.

—Shoppers Express

Clearing the savage beast

The old slogan "music charms the savage beast" is widely known, but 10 7-Eleven store owners in British Columbia have given the phrase a new twist. They are calling on the power of soothing sounds as ammunition in their ongoing battle with loitering teens outside shops and in parking lots. They have installed outdoor sound systems over which they play a program known as "Golden Sounds," featuring the relaxing strains of Ray Coniff, Mantovani and other "elevator" favorites. Such tunes send the lingering teens scrambling for freerer airwaves.

—Copley News Service

He speaks your language

No longer need the customers of Applebee's Neighborhood Grill & Bar in Manchester, New Hampshire, stumble through the unfamiliar, uncomfortable and often embarrassing ordeal of ordering in a foreign language. Polyglot general manager Tom Bard will gladly listen and respond in any of the five languages he speaks. In addition to his "everyday" English, he converses in Italian, Spanish, French, and Portuguese. Bard, who has had no formal linguistic training beyond high school French, gleaned his knowledge predominantly through travel and foreign friends. "It's always nice to have the option of being able to converse with people in their own language," says Bard. "It puts them at ease and let's them know they're welcome here."

—Graham Communications

Searching for the beef...again

Wendy's announced recently that it will pull its oft-quoted ad slogan "Where's the Beef?" out of mothballs to make it the centerpiece of its new marketing campaign. And the fast food chain is not alone in its revival of former themes to freshen up current advertising. Nestle fell back on the "Nestea plunge" two years ago, and the trend has been gaining strength ever since. Perrier is once again "Earth's first soft drink" and "Riunite on ice" is still "nice."

Marketing experts warn, however, that revival simply for revival's sake or bringing back an old gimmick that was insignificant the first time around won't rejuvenate an ailing product.

But for many memorable slogans, rebirth means marketing magic. In fact, many advertisers found it quite simple to pick up where they'd left off. Nestle, in deciding to dust off the "plunge" after a five-year shelving, discovered that a full one-third of surveyed customers never realized the ads had left the air.

—*Wall Street Journal*

A new scent for an old staple

That pungent onion that once left telltale traces on the breath has some new, less biting, competition. New strains of this vegetable come from Texas (the 1015), California (the Imperial Sweet) and Hawaii (the Maui). Most critics agree that these new hybrids possess little bite and even less flavor than the original and that most serve better as garnishes rather than spices. Nevertheless, the National Onion Association reports that U.S. consumption of onions has risen 50 percent over the last 10 years, largely due to these new, less odorous varieties.

—*Time*

McDonald's gets no break in Finland

A consumer affairs court in Finland recently banned a McDonald's TV advertisement, claiming the spot exploited a child's loneliness and went so far as to suggest that the fast food restaurant could fill that void.

The ad portrays an unhappy young boy in an empty apartment that his family will apparently soon occupy. But his despair vanishes as he discovers the friendly golden arches across the street, and all is well by the spot's end as the youngster enjoys a meal in the restaurant.

McDonald's claims the advertisement is simply part of its campaign to present visits as family events and to highlight the establishment as a favorite with children.

Finnish authorities did not agree, and the company could face a $50,000 fine if it ever pursues such an angle in the future.

—*LA Times*

This button could be worth millions to you.

This and the other "We're glad you're here!" campaign materials will help raise hospitality standards in your establishment–and bring guests back. To participate in this industry-wide promotion, call the National Restaurant Association for a brochure and order form at (800) 424-5156.